



Catalysing Change in 2020

The story of our extraordinary first year



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Layout and Design

Design for systems change



Foreword

This is the story of how a blue-sky idea led to a Zoom call, which led to a planning meeting, which resulted in a high profile launch at a prestigious global event and which created an extraordinary movement for change that is still growing and looks set to change the world.

It's a story of people who shouldn't be able to work together, but do. And it is a story of hope for a brighter future in the midst of a global pandemic.

Many thought that social entrepreneurs, better known for competing with each other than collaborating, would not be able to form a collective. And yet we have all worked together at an astounding pace, to connect and collaborate and to lay strong foundations for systemic change in communities, nations and regions globally.

Catalyst 2030 has rapidly become a unique movement, giving a voice to more than 500 member organisations from 180 countries. We are united in our unwavering commitment to accelerate delivery of all 17 of the SDGs.

From the outset, we received support and commitment from our founding partners – Ashoka, Echoing Green, Schwab Foundation for Social Entrepreneurship and Skoll Foundation – and other supporters both individual and organisational.

Just as a fire needs oxygen to burn, Catalyst 2030 has been described as the oxygen needed to bring change to the world. And this is no slow burn.

We have seen an unprecedented mobilisation of effort in 2020. From the significant growth of our membership to groups convened, tackling a wide range of issues from education to food security, and gender. We have established eight local and regional chapters worldwide, strengthening the movement within countries and regionally. And we have collaborated and launched three game-changing reports focused on governments; better financing; and building back better after COVID-19. Each was presented to those who make world-changing decisions, to advocate and strengthen systems change approaches to achieving the SDGs.

COVID-19 presented unexpected challenges to all of us, but it also created unprecedented opportunities. We have been given an opportunity to build back better and stronger from the issues that the pandemic laid bare. We are gaining traction and gathering momentum and we will continue to catalyse change in 2021 and beyond.

Jeroo Billimoria and Catalyst 2030's Incubation Board



Introduction

This is the story of Catalyst 2030's first year. A great deal has been achieved through the coordinated efforts of the many people and organisations that have been supported by the Secretariat. We are delighted to share our achievements with you, highlighting our successes in relation to our strategy.

Catalyst 2030 is growing rapidly. What began with a Zoom call in July 2019 between a handful of like-minded social entrepreneurs, led to the official launch of the movement at the World Economic Forum in Davos in January 2020. By the time we launched, we had also created our logo (the colours are derived from the logo colours of our founding partners), social media handles and a website. Our time had come.

The Year in Numbers

Catalyst 2030 operates globally to achieve the SDGs by 2030



* Including double counting if people are reached directly by more than one partner
Source: Catalyst 2030

■ Country served by a Catalyst 2030 member
■ Country with a Catalyst 2030 member

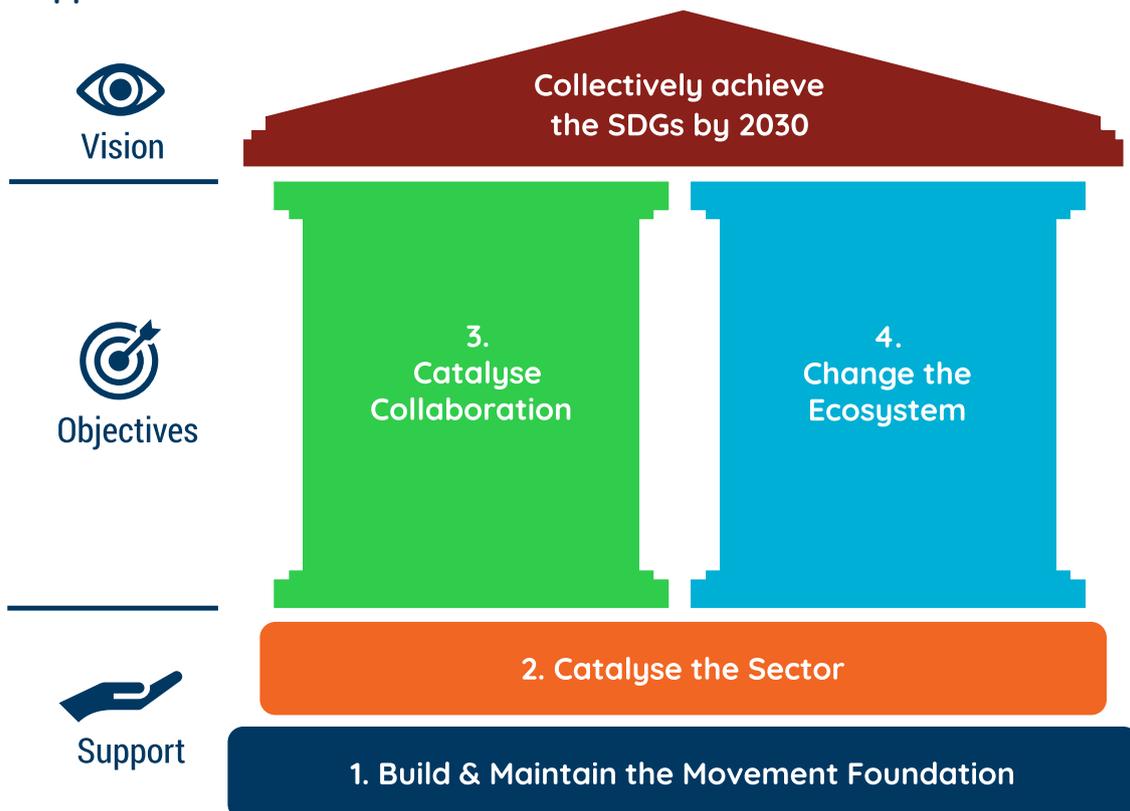
Headline Financials and Leveraged Value*		
Value	Hours	Value \$
Working Groups	38,480	3,848,000
Incubation Board	706	70,600
General Assembly	1,479	147,900
Membership Meetings	750	75,000
Chapter Hours	514	51,400
Value (In-kind Support)		
Salesforce G.I.K		15,000
Total Leveraged Value		\$ 4,207,900
Budget Invested		\$ 308,640
Net Leveraged Value		\$ 3,899,260

* The leveraged value is an estimate based on the average cost of a social innovation CEO hourly rate of \$100 p/h.

Strategy

In February 2020, 80 social change innovators from all over the world came together at the Althorp House in the UK at their own expense. They shared ideas of what the world could look like, by treating the problems that have given rise to the SDGs, rather than the symptoms. Facilitated sessions over three days laid the foundations for a structure and strategy along with draft mission and vision statements. These Catalyst co-founders left Althorp confident in the belief that something historic had taken place.

Our Approach



- 4. Change the Ecosystem**
Advocate with system partners for improvement of the ecosystem and changing the wider appreciation of what social entrepreneurs can bring
- 3. Catalyse Collaboration**
Improve connectivity and transparency between social entrepreneurs to achieve more partnerships and projects that accelerate progress of the SDGs
- 2. Catalyse the Sector**
Engage external stakeholders to showcase achievements of the movement, e.g., Social Impact Week, Catalyst Awards
- 1. Build & Maintain the Movement Foundation**
Co-create and operate the Catalyst support infrastructure to keep the movement thriving and members focused on impact



Soon after, a member-led Culture and Values Task Force was formed to co-create our shared values and revise and finalise our mission and vision statements. These were all rigorously discussed and debated.

Our Mission

Catalysing collaboration across sectors to unleash collective potential for global systems change.

Our Vision

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

Our Values



People and nature at the centre

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



Co-creative mindset

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



Collaborative leadership

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



Humble audacity

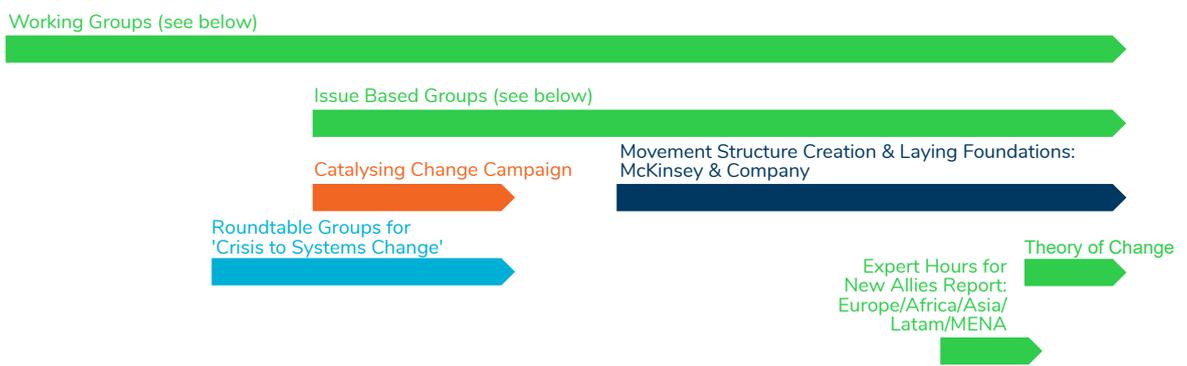
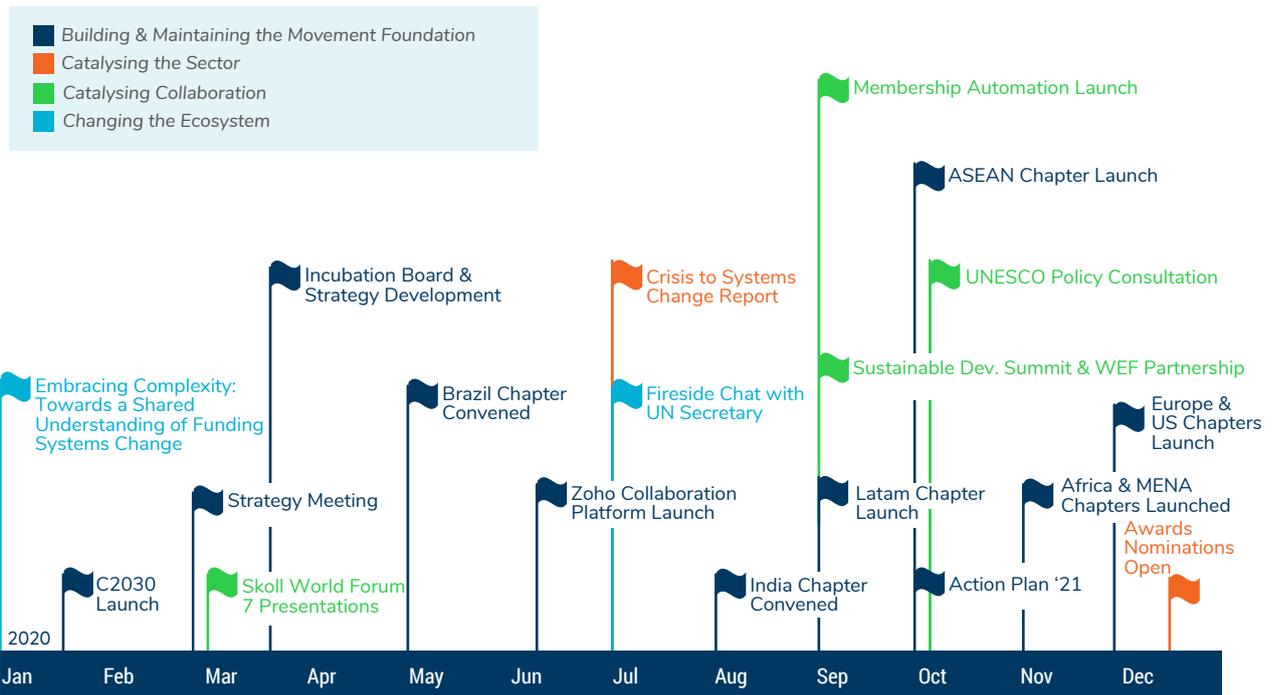
We have audacious goals and approach them with the humility that none of us alone know how they can be best accomplished.



Spirit of generosity

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

Key Milestones in 2020



Working Groups	Launched
WG 1: Membership	Feb
WG 2: Communication	Feb
WG 3: Enabling Collaboration	Feb
WG 4: Impact & Client Driven Development	Feb
WG 5: Shifting the Funding Paradigm	Feb
WG 6: Government and UN	Feb
WG 7: Private Sector	Feb
WG 8: Donors	Oct
WG 9: COVID-19 Response	March
WG 10: Working with Cities	June
WG 11: New Economies Innovation	Nov

Issue Based Groups

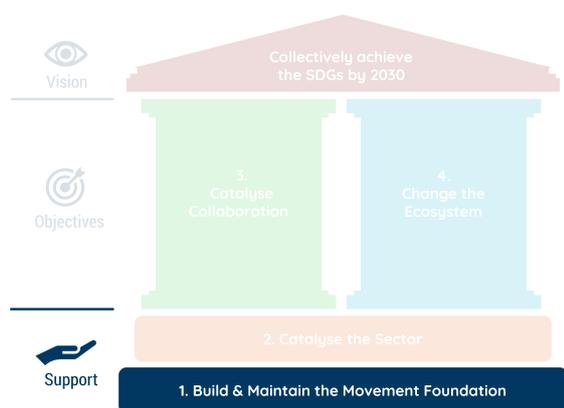
- Health: focused on the distribution of COVID-19 vaccines
- Education
- Gender
- Food security & agriculture

I like Catalyst 2030 because it addresses world systems change and brings together people of diversity to promote and grow inclusive and sustainable world.

Kelechukwu Okezie, Neighbourhood Environment Watch Foundation



Build and Maintain the Movement



1.

Build & Maintain the Movement Foundation

Co-create and operate the Catalyst support infrastructure to keep the movement thriving and members focused on impact

Building foundations with democratised governance structures established by members:

- **General Assembly (10 meetings, 1479 volunteer hours)** - Sets our direction and celebrates successes - the cornerstone of Catalyst 2030
- **Incubation Board (20 meetings, 706 volunteer hours)** - Develops the strategic plan
- **Working Groups (149 members, 38,480 volunteer hours)**
- **Country Chapters (8 chapters established, 514 volunteer hours)** - Responsible for Catalyst 2030's mission in a country/region
- Co-created and automated **membership processes** provides an exceptional experience for new members. Supports the movement to reach ambitious recruitment goals for 2021.

Working Groups

Ten working groups (WGs) each made up of members and co-chaired by members of the Incubation Board. They are initiating pilots, learning from their experiences and adapting their interventions. Working collaboratively, they utilise the collective expertise of the membership to co-create the movement.

Spotlight on Working Group 5 : Shifting the Funding Paradigm

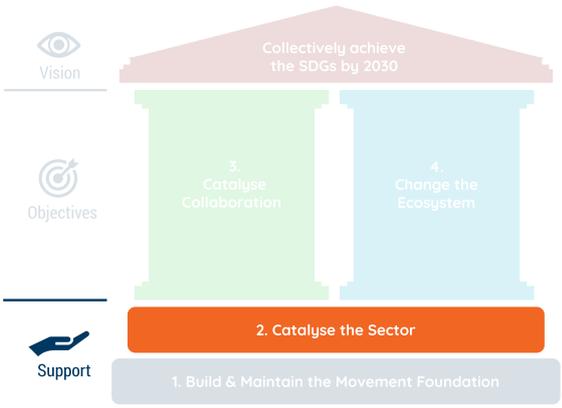
The unprecedented and urgent need for systems change funding is evident by the lack of progress on the SDGs, which require systems change approaches if they are to be achieved. WG 5 responds to this need with a vision that 'by 2030, leveraging network effects, we have increased collective agency and catalysed a new funding ecosystem for social innovation globally, that enables lasting equity and environmental regeneration.'

The group's mission is 'to inspire, innovate and co-create previously unimagined possibilities to resource the achievement of the SDGs, and to catalyse development of a powerful systemic change financing infrastructure that supports social entrepreneurs to realise their full potential'.

WG 5 embraced the 'Three Horizons' which offers a shared understanding of the context of the funding paradigm. It shows us how we're going to get from 'here' to 'there' and changes the funding paradigm. In addition, it built a 'funder diagnostic tool' to discover which organisations are aligned with funding systems change best practices and to undertake a journey to align them even further.



Catalyse the Sector



2.

Catalyse the Sector

Engage external stakeholders to showcase achievements of the movement, e.g., Social Impact Week, Catalyst Awards

Spotlight on the COVID Response Alliance

In April 2020, the World Economic Forum (WEF) launched the COVID Response Alliance for Social Entrepreneurs which is a collaboration of 60 leading social change organisations. Their goal is to support social entrepreneurs who protect the most vulnerable in this crisis and shape the transition to a new normal in its aftermath. Along with the Schwab Foundation for Social Entrepreneurship, GHR Foundation, Yunus Social Business and Duke University, Catalyst 2030 brought understanding of the needs of social entrepreneurs during the crisis and collectively outlined an action agenda. This led to a report in September 2020 - COVID-19 Action Agenda Leaders on the Front Line: Why Social Entrepreneurs Are Needed Now More than Ever.



It has been an honour to be a part of a movement that is pushing for the global change we so desperately need and to be surrounded by such prestigious impactful organisations is inspiring and encouraging

Tia Fields, Think Equal

Spotlight on Catalyst 2030's Catalysing Change Campaign

This annual campaign, which launched in May 2020, strives for a co-created, inclusive, equitable and sustainable “new normal” for achieving the SDGs. This campaign **leverages the expertise of global social innovators, who propose scalable solutions and policy recommendations to achieving social change at a systemic level**. It is a call to leaders to seize the moment.

Catalysing Change Week

This event, held in May, **reached more than 4000 individuals including leaders and policy makers, 1600 organisations and 131 countries**. The week of activity convened these actors to collaborate across 85 sessions. The outputs fed into the seminal report Getting from Crisis to Systems Change: Advice for leaders in the time of COVID.



Fireside Chats

These informal chats with policymakers, leaders and topic experts explore themes emerging from Catalysing Change Week and transform them into actions and policy. These events challenge the dominant culture as we work to catalyse the sector. The 2020 Fireside Chats were moderated by Matthew Bishop - well-known author on social entrepreneurship and former Economist journalist and editor.

See them all [here](#).

VIRTUAL SESSIONS | Fireside Chat 

Fireside Chat with the UN Deputy Secretary-General Ms Amina Mohammed



Date: 8 July 2020 Time: 4:00pm CEST/ 10:00am EST

Join the conversation moderated by renowned journalist and author, Matthew Bishop, as he and the UN Deputy Secretary-General Amina Mohammed explore ways social entrepreneurs and the UN can achieve the SDGs.

Launching *Getting from Crisis to Systems Change*, the UN DSG, said she would take our proposals seriously and prioritise collaborating more effectively with social entrepreneurs. "We need to find a robust partnership with Catalyst 2030; an agenda together that is co-created".

VIRTUAL SESSIONS | Fireside Chat 

Fireside Chat with Professor Klaus Schwab & Hilde Schwab



Date: Tuesday, 8 September 2020 Time: 4:00pm CEST

Join the conversation with Professor Klaus Schwab, Founder and Executive Chairman of the World Economic Forum and Hilde Schwab, Co-Founder and Chairperson of the Schwab Foundation for Social Entrepreneurship. This fireside chat will focus on how COVID-19 can be the 'Great Reset' towards global sustainability and how world leaders should embrace social entrepreneurs as partners in this crisis. Moderated by journalist and author Matthew Bishop.

The Schwabs covered new kinds of social entrepreneurship, capitalism and systems change and discussed how social entrepreneurs can be key actors in shaping the post COVID-19 world. Their most important message was that we need to go back to a notion of 'sharing and caring'.

VIRTUAL SESSIONS | Fireside Chat 

Fireside Chat with Sir Ronald Cohen



Date: Monday, 14 September 2020 Time: 4:00pm CEST

Join the conversation with pioneering philanthropist, venture capitalist, private equity investor and social innovator Sir Ronald Cohen. Passionate about driving forward the Global Impact Revolution, Sir Ronald will discuss the Catalyst 2030 report *Getting from crisis to systems change* and his book *Impact: Reshaping capitalism to drive real change*. Moderated by journalist and author, Matthew Bishop.

Passionate about driving forward the Global Impact Revolution, Sir Ronald Cohen discussed the Catalyst 2030 report *Getting from Crisis to Systems Change* and his book *Impact: Reshaping Capitalism to Drive Real Change*.

Expert Hours - Transforming Europe Through Social Innovation and Collaboration

Another online session we embraced was Expert Hour, whereby authorities in their fields discussed important SDG issues.

In September, we brought together Dr Ulla Engelmann, Acting Director Networks & Governance at the European Commission, and Valeria Dufлот, Social Economy and Social Entrepreneur, and Co-founder of Overtourism Solution and Venezia Autentica. They discussed how the EU and social entrepreneurs can work together to advance the SDGs and transform the EU after COVID-19.

Catalyst 2030 Awards

In November 2020, an awards committee comprising of 12 volunteer members was founded in preparation for the first annual Catalyst Awards set to take place in March 2021. The Catalyst 2030 Awards recognise funding and government actors who enable collaborative efforts to achieve the SDGs.

I love Catalyst 2030 because it tackles head-on how to align sectors and actors, maximising scarce resources to solve the world's biggest problems

Melissa West, VillageReach

Catalyst 2030 is an opportunity for collaboration and showing the world that we can move from egoistical priorities to collective aims that can make this a better world for all humans and for all of nature

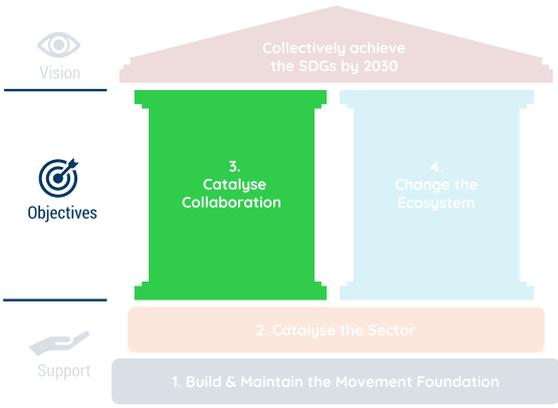
Suzana Padua, IPÊ, Institute for Ecological Research

Being part of Catalyst 2030 has allowed us to connect with a variety of social entrepreneurs and enterprises, learn more about what people are doing to address the SDGs and also begin creating relationships which we hope will accelerate our impact in an efficient and collaborative way

Yianny Ioannou, TackleAfrica



Catalyse Collaboration



3.

Catalyse Collaboration

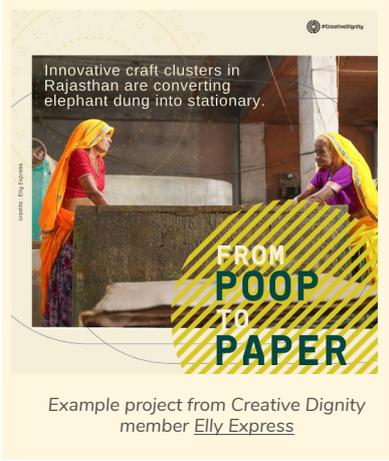
Improve connectivity and transparency between social entrepreneurs to achieve more partnerships and projects that accelerate progress of the SDGs

Spotlight on WG3: Enabling Collaborations

Formed in May 2020, convening 35 members, the group aims to remove the constraints around collaboration between social entrepreneurs, thus enabling expedited growth towards achieving the SDGs. They proactively facilitated cross-sector and bilateral and multilateral collaborations, thus linking learning communities to experts and to SDG acceleration.

External Spotlight on Creative Dignity

Catalyst 2030 helped convene Creative Dignity in India. They have replicated our structures and drawn on lessons learned from being part of the movement.



Creative Dignity is a **movement focused on Indian artisans, bringing together diverse creative producers, practitioners, and professionals to energise the ecosystem** artisans need in this time of COVID-19 and post-COVID impact. Its goal is to provide relief, rehabilitation, and rejuvenation of artisans in a bid to ensure their sustained prosperity. The Creative Dignity movement quickly gathered steam after its launch in May 2020 and now **works with more than 150 collaborators across India**. Additionally, it is **run by experienced organisations and volunteers at a zero administrative cost with an active network of 28 state hubs** for relief support and unsold stock liquidation.

Issue Based Groups

These collaborative and action-orientated groups connect members **to advocate for the implementation of cross-cutting thematic areas** where systemic change is needed. Since May the **Health, Education, and Gender groups have gained traction**. During 2020, 285 people joined these meetings - 285 hours of volunteer time invested in discussing important issues.

Catalyst 2030 is uniquely committed to taking collaborative action toward affecting SDGs progress at scale.

Alex Todd, ReliablyMe

Spotlight on Catalyst 2030's Issue-Based Groups: Education Group

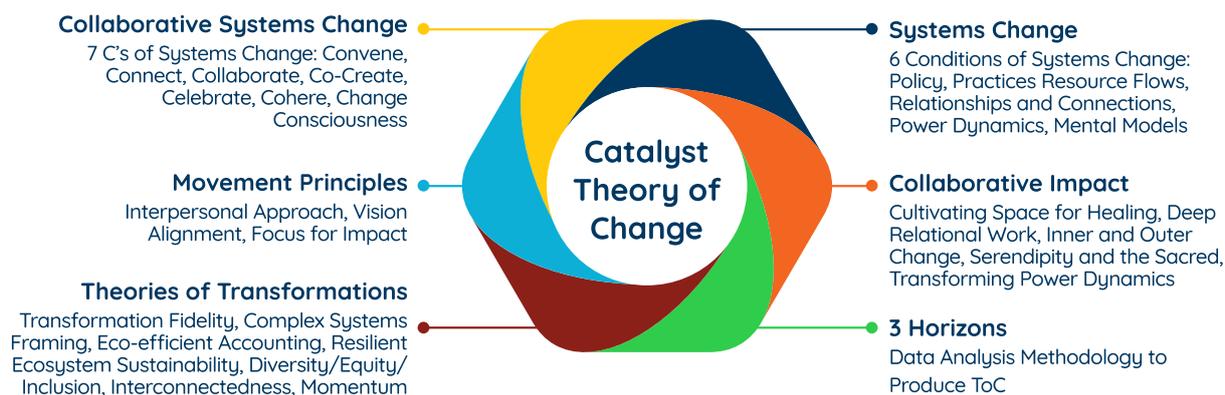
Leveraging learnings and collaboration on global education is central to the SDGs. The IBG group's first project was a collaboration with UNESCO. In October of 2020, it partnered in 'Shaping the Futures of Education'. This is a global initiative reimagining how knowledge and learning can shape the future of humanity and the planet. Members contributed to five themes via focus group consultations ranging from broad purposes of education to work and economic security. The outputs are currently being synthesised and compiled to develop a global report on the Future of Education, under the leadership of the President of Ethiopia, Sahle-Work Zewde.

Spotlight on WG6: Government and the UN

The group aims to influence governments and multilateral institutions toward improving the social innovation ecosystem and scaling social entrepreneurs' proven models and policies. **Eighteen social entrepreneurs and social innovators have proposed new initiatives from across the globe**, ranging between education, sport and circular economy projects.

Theory of Change (ToC)

A working group led by members, formed to develop our Theory of Change to help Catalyst 2030 align with its 'north star' and remain on track to deliver our mission. The group has facilitated data collection and feedback sessions with the entire Catalyst community and drawn on extensive research.



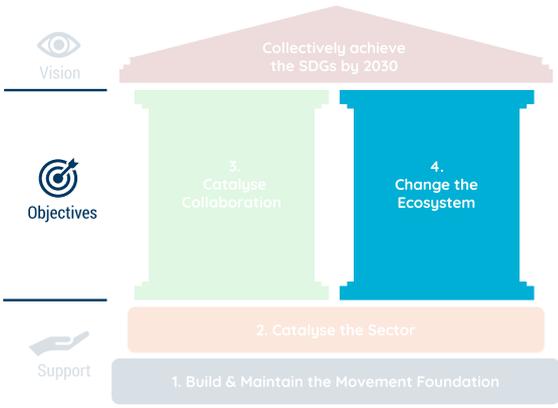
The Ease of Doing Social Business Index

As the movement expands, impact will be supported by research and measurement and necessary recalibration to achieve the SDGs by 2030. A new WG was formed to prefigure and prototype an "Ease of Doing Social and Inclusive Business Index". Inspired by the World Bank's *Doing Business* initiative, this Index will aim to review and compare frameworks for supporting social and inclusive entrepreneurship. Following the principle "what gets measured, gets done", it will help policymakers design a more conducive environment for social enterprises.

This WG is coordinated by Groupe SOS, C2030 and the COVID Response Alliance by Social Entrepreneurs (with the support of the French Government and the French Development Agency). The first results of the WG will be presented to the World Bank by the end of 2021.



Change the Ecosystem



4.

Change the Ecosystem

Advocate with system partners for improvement of the ecosystem and changing the wider appreciation of what social entrepreneurs can bring

Catalyst 2030 has co-created new ideas to change ecosystems and transform approaches to systems change.

We launched three game-changing reports in partnership with Ashoka, Co-Impact, Echoing Green, Schwab Foundation and Skoll Foundation. We collaborated with our membership for their expertise to ensure the reports are truly representative. Click on the images below.

Explores how systems change across the world can be financed more effectively and how change can be better supported for the benefit of society. *Embracing Complexity* was welcomed at an online fireside chat by UN Deputy Secretary-General Amina Mohammed. She stated that she will take our proposals seriously and make it a priority to collaborate more effectively with social entrepreneurs. It has been downloaded thousands of times.

Social entrepreneurs came together for the first time to make recommendations for catalysing the systems transformations needed to bring about the just, inclusive and sustainable world envisaged in the SDGs.

New Allies explores how systems social entrepreneurs are powerful guides and allies for governments. This report addresses the social inequalities that have been amplified by the pandemic.

People's SDG Report

In partnership with the Social Progress Imperative and Play Verto, 2020 saw the conceptualisation of the 'People's SDG Report', to bring the voices of marginalised and social entrepreneurs into the debate. It will inject greater urgency and drive resources into the process and successful achievement of the SDGs.



The anonymised data will be available for all Catalyst 2030 members to use in support of their research, strategies, and collective advocacy initiatives. It will be updated annually, with the aim of holding world leaders accountable.

Zoho Online Collaboration Platform

This multi-functional platform is a virtual space linking all members. It is a space for idea and knowledge sharing and to convene members. We have set up virtual 'collaboration cafes' and 'collaboration corners', resulting in 500 **individuals coming together to engage** and discuss pertinent issues. **We have convened more than 20 collaborations with a further 55 under discussion.**

Spotlight on Higher Education Professionals

Started on Zoho by a group of Catalyst members, this collaboration brought together global educators in higher education and social entrepreneurs. They have since evolved into a Working Group called Systems Change Learning. This group has created excellent tools that could influence academics and accelerate systems change. It is co-creating and sharing learnings on systems change and associated issues with an aim of being an active learning laboratory and to provide rich insights into the field.

Salesforce Database

Donated as a gift-in-kind from Salesforce Foundation with a value \$15,000, it's a customer relationship management (CRM) system to manage and ensure an excellent member experience. It enables Catalyst 2030 to warehouse information, store member information and make data driven decisions.

Catalyst 2030 is a community that will help promote growth in society and for me this is very important in bringing the desired change in the world

Kolawole Olatosimi, CYPF - Child and Youth Protection Foundation



Overall Operational & Capacity Building

In parallel with our strategy, we built internal capacity to grow the movement. We worked with generous early supporters - the Skoll, Mastercard, GHR, Chandler and Shockwave Foundations - to grow financial strength and to provide the strategic guidance required for all the activities in this report. The first-year achievements, accomplished by generous donations, supported Secretariat staff members (three full-time and one part-time) to coordinate and leverage outstanding support from across the network.

What Have We Learned?

Working in collaboration and being guided by our members has helped us to better understand what is required of the movement. In addition, the global pandemic has contributed significant learnings which have helped us shape, adapt and re-direct our activities to continue our mission. Here are some key learnings and what we have done differently as a result.

What have been the unintended consequences of our activity in 2020 – the things we did not expect?

- As a result of changes to working patterns brought on by COVID-19, C2030 members developed a highly effective virtual way of working. And our structure will remain virtual. This has led to:
 - » The recruitment net being cast wider across the globe - the Secretariat is now based across 10 countries.
 - » A significant reduction in overhead office costs. Travel costs have also been saved.
 - » The Catalysing Change Campaign being created as a platform to discuss how social entrepreneurs should tackle COVID-19. Through 85 online sessions, members shared insight and experiences of their responses. This led to the formation of 13 issue-based groups and to the creation of the groundbreaking report *Getting from Crisis to Systems Change: Advice for leaders in the time of COVID*.
- Some of the technology solutions and communications approaches proved to be insufficient as we grew more rapidly than we had planned for.
- Members have found support and solace in a network of peers with many people citing the movement as a 'lifeline' as they operate in increasingly challenging circumstances.

What has surprised us along the way?

- Spirit of generosity amongst the membership
- Willingness to collaborate and to put 'we' before 'I'
- The 'go for it' attitude of the social entrepreneurs
- How much time widespread collaboration can take
- The slow pace of influencing with some of the larger, more established multilateral institutions
- How quickly our membership grew
- Despite a 16-hour time difference across the community, members attended meetings and sessions in the early hours of the morning and in the late hours of the night. This is a testament to their willingness to collaborate and to be part of something bigger than themselves.

What have we learned and as a result what are we doing differently?

- Geographical and local representation of C2030 was important to the membership. This has resulted in the development of eight C2030 chapters. There is still a gap, given that we work in all countries but do not have local representation in all. To be genuinely global is now a key target for 2021.
- The sense of ownership among the network has exceeded expectations. For example, when we hosted the first GA, we expected to schedule them every six months. The membership requested for meetings to be monthly because they were eager to understand and support developments. We have a high monthly turnout for every GA.
- We needed a strong set of values. When people are working virtually and come from diverse cultures, it's easy for misunderstandings or miscommunications to occur. This is also why we created *The Commitment* - a common set of principles to guide behaviours to help ensure respect towards one another.
- Deep and wide collaboration requires time. Several times we've had to push back deadlines to ensure more perspectives were heard.

Year-end celebration

Instead of a year-end General Assembly, we hosted a lively and upbeat member celebration in which we debuted *The Commitment*, co-created by the Values and Culture Task Force. We also re-launched the Catalyst 2030 website. This was the culmination of three-months of collaboration by the Website Task Force.

Tracking Member Perceptions

"In the year since the launch of Catalyst 2030 at the Annual Meeting of the World Economic Forum in Davos in January 2020, we've been astounded by the appetite towards catalytic collaboration amongst social entrepreneurs across the world. The ambition to change systems is grounded in real work and belief that the work of social entrepreneurs is relevant for the world, now more than ever."

- Dr François Bonnici, Director of the Schwab Foundation for Social Entrepreneurship

This energy is being replicated in regions and major countries – you could not ask for more. There is a spirit of volunteerism and of contributing to something which is very, very big. It is that spirit of co-creation that is the greatest achievement of the organisation's first year. It is a true practitioner led, collaborative movement, focusing on as much diversity as was possible. The result is great governance and the productive tapping of the collective intelligence of all the members."

- Neelam Chhiber, co-founder and managing trustee of the IndusTree Foundation

"This is an idea whose time has come. Our members are on the ground, building trusting relationships with communities in 180 countries, and providing innovative, people-centred solutions for each of the 17 SDGs. In less than a year C2030 has become a platform of collaboration which is breaking through silos is an incredibly positive achievement. People can find like-minded partners in a truly remarkable way already, and that is what we are aiming to support and systematise further... What sets it apart is also the in-depth and timely analysis and reports that have been produced."

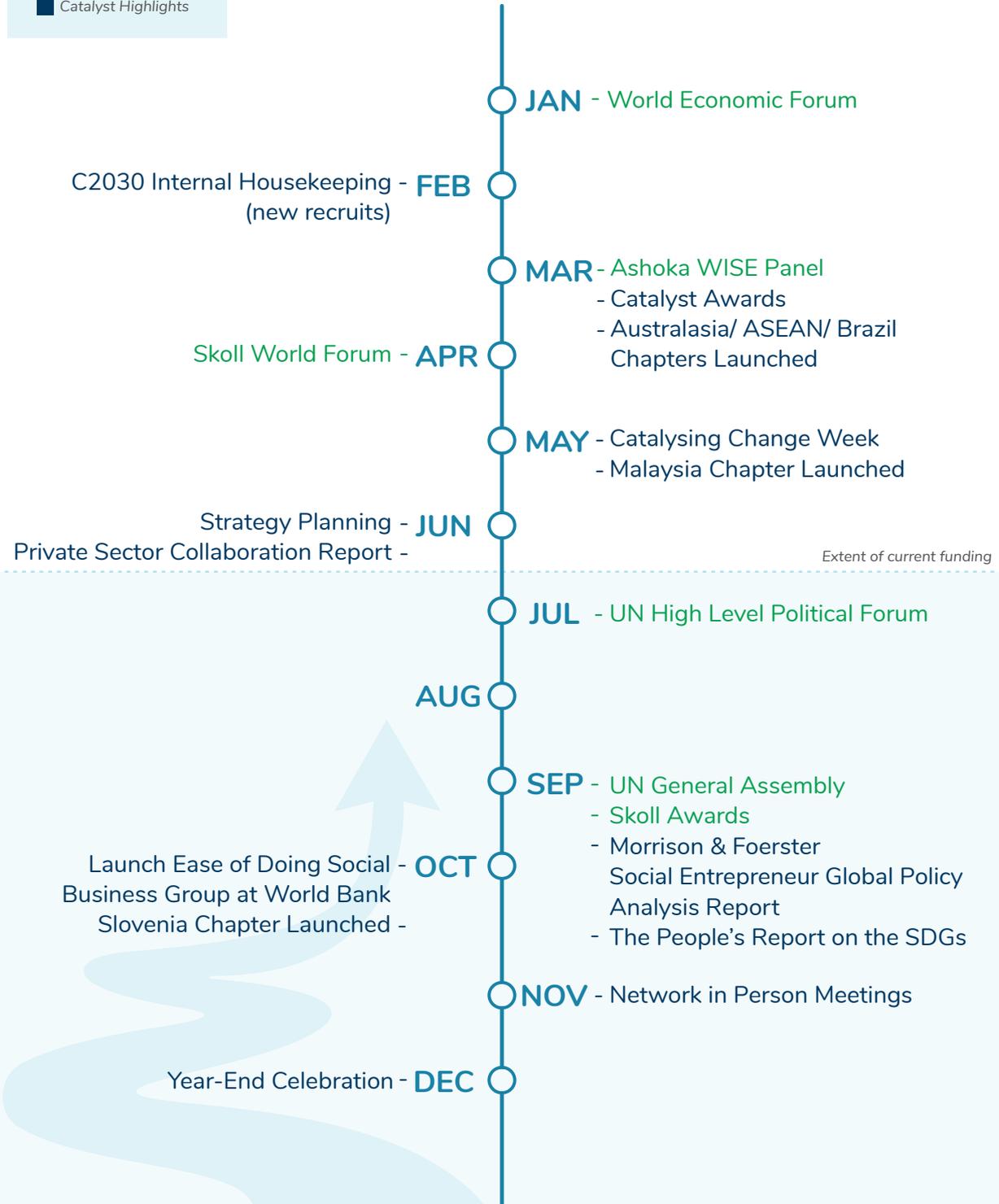
- Fredrik Galtung, CEO of True Footprint



High Level Plans for 2021

Catalyst 2030 Annual Activity 2021

- Member Highlights
- Catalyst Highlights





‘Finally...’

“If you have an idea and you truly want to change the world, you start with small achievable things - small steps towards a grand idea. Everyone is a changemaker.”

Jeroo Billimoria

