

IMPACT REPORT 2024-2025

Transforming Global Systems Through Learning, Connection, and Collaboration



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EXECUTIVE SUMMARY

Catalyst Now has demonstrated that authentic collaboration drives systemic change at scale. In 2024-2025, we evolved from 5,266 individual members across 143 countries to more than 6,170 members representing more than 4,250 organizations spanning 156 countries. With 89.42% member satisfaction and 75 active collaborations—66% led by Global South members—we have proven that collective action creates lasting transformation.

Our <u>four strategic pillars</u>—Learn, Connect, Collaborate, and Impact—work as an integrated system. Through 66 learning sessions reaching 3495 participants between 2024 and 2025; multilingual content in five languages, and cross-sector partnerships involving over 320 companies, we continue proving that collaborative action harnessing collective power can overcome global challenges and create a future where humanity and nature can flourish.

Key achievements include:

of collaborations led by Global South members, shifting global power dynamics

26 to 40 Cross-sector collaborations grow, demonstrating increased multi-stakeholder engagement

members, 14% of our total members actively engaged in governance and leadership roles

public policies changed through member advocacy

partnerships with government entities across multiple levels



INTRODUCTION

In an era of intensifying global challenges and social sector transformation, where organizations struggle to advance their missions, it is easy to fall into pessimism and believe that nothing will be sufficient to solve complex problems we face. However, working with social innovators in every corner of the world shows us that changes are happening and transformations are reshaping communities, cities, countries, and even entire regions. In this context, the need for shared leadership and systemic transformation has never been more critical.

Social innovators worldwide have long recognized that today's interconnected crises—from climate change to inequality, conflicts, and mental health challenges—require solutions that transcend individual efforts and organizational boundaries. This understanding has been the driving force behind Catalyst 2030 and our evolution to Catalyst Now in 2024-2025.

What began as a movement founded on the conviction that collaboration is essential for systemic change has now demonstrated this principle through our work. In July 2024, we embarked on a transformative journey, transitioning from the extraordinary leadership of our Co-founder and initial Chief Facilitator Jeroo Billimoria to a Co-leadership model. Our Co-Chief Facilitators, Gaby Arenas de Meneses and Fredrik Galtung, stepped into their roles not merely to lead, but to embody the very principles we have been advocating: that collaboration is the key to solving complex problems and transforming systems.

This year has been full of profound learning, validating what we have long believed to be true. Our community grew from 5,266 individual members across 143 countries in 2024 to 6,170 individual members representing more than 4,250 organizations spanning 156 countries by 2025. Yet what makes us most proud is not simply the expansion of our numbers, but the remarkable depth of engagement and impact our members are creating together.

With 89.42% member satisfaction according to our 2025 **Membership Survey** and over 830 members actively engaged in governance, leadership and collaborative roles, we have built something truly extraordinary together.

The foundation of this achievement was listening and co-creation. When our Co-Chief Facilitators assumed their roles, they initiated a comprehensive listening process alongside the secretariat. The responses from more than 600 members who participated in sessions, assemblies, and co-creation tables were clear: Catalyst Now's impact lies in supporting them to **Learn, Connect, Collaborate**, and create **Impact** together.



With this insight as our guide, 2024-2025 became a year of strengthening our four strategic pillars. In these two years, we facilitated 66 learning sessions with 3,495 member participants, deepening knowledge sharing across our network. To promote connection and wellbeing among our members, we co-created and supported inperson gatherings, enabling more than 860 members to participate in 13 events around the world. Most significantly, collaboration and impact became the pivotal points for deepening our collective influence, with 75 active collaborations (40 of them are cross-sector collaborations) —66% originating from the Global South—working together to transform public policies, processes, power dynamics, and practices in communities, countries, and regions.

As we reflect on this remarkable year, we see not just a movement that has grown, but one that has matured into a dynamic ecosystem of changemakers. Together, we continue proving that by harnessing the collective power of social innovators through authentic collaboration, we can overcome global challenges and create a future where humanity can truly flourish.

Movement Growth Summary

	2021	2022	2023	2024	2025
Individual members	2265	2899	4128	5266	6,176
Member organizations	956	1530	2512	3,530	4,257
Countries represented	89	108	131	143	156
Members from Global South	42.7%	48,1%	59,7%	64%	67%
Chapters globally	20	28	61	84	111
Total active collaborations	-	-	-	85	75 ¹
Cross-sector collaborations	-	-	-	26	40

¹ In 2025, initiatives like academic hubs and regional initiatives (including Africa Forward, MENA Manarah, Latin America Avanza, and ASEAN Rising) were removed from our category of active collaborations and assigned to separate categories for accuracy purposes. This explains why the number of total collaborations went down. However, despite this reclassification, our cross sectoral collaborations grew from 26 in 2024 to 40 in 2025.



2024-2025 IMPACT REPORT METHODOLOGY

As we continue to build on our foundational years of operations, Catalyst Now employed a comprehensive mixed-methods approach to prepare our 2024-2025 impact report. We incorporated both qualitative and quantitative research methods to listen to our members and include as many voices and experiences as possible.

QUANTITATIVE RESEARCH

Our quantitative research was anchored by our annual membership survey², which was launched in five different languages (English, Spanish, Portuguese, French, and Arabic) and gathered comprehensive feedback from 599 members.

This represented a significant 100% increase in participation compared to previous surveys. This robust response rate provided us with a substantial dataset to analyze member experiences, organizational impacts, and shared outcomes across our global network.

Additionally, we integrated comprehensive digital engagement analytics from our communication platforms, including 275,590 email newsletter sent with a 38.2% open rate and 4.0% click-through rate, demonstrating strong community engagement that exceeds industry averages of 25% for open rates.

For the qualitative aspect, we conducted extensive impact story collection through structured interviews and listening sessions. We gathered more than 100 compelling impact stories that illustrate the front-line outcomes and transformative experiences of our members and their organizations. These stories were collected through:

- In-depth interviews or writing interviews: One-on-one conversations or writing exchanges with members to capture detailed accounts of their experiences and organizational transformations
- **Listening and networking sessions:** Focused conversations designed to understand the impacts of Catalyst Now's work on member organizations and their initiatives



Each qualitative data collection session was designed to capture authentic member voices and document tangible examples of impact, collaboration, and systemic change facilitated through the Catalyst Now network.

Data Integration: This methodology allowed us to compare and verify findings between the broad quantitative insights from our membership survey, digital engagement analytics, and the deep, narrative-rich qualitative data from our impact stories. This provided a comprehensive view of our network's influence and effectiveness during the 2024-2025 period.





OUR GUIDING FRAMEWORK: VISION, MISSION, VALUES AND PRINCIPLES

Catalyst Now is a global movement of social innovators working together to change the systems that shape our world. We believe that today's biggest challenges need us to collaborate across boundaries, creating lasting change to achieve the UN Sustainable Development Goals by 2030.



Vision

Thriving communities powered by social innovation in every corner of the world



Mission

To co-create spaces where the world's social innovators connect, collaborate and contribute to transformational change

Values and Principles

As we transitioned from Catalyst 2030 to Catalyst Now, we affirmed the core values that have guided us from the beginning. Our values and principles that were fundamental to the Catalyst 2030 approach remain at the heart of our strategic vision for Catalyst Now moving forward. These values and principles, deeply embedded in our DNA, continue to shape every aspect of our work and strategic direction.

Our Values

- People and Nature at the Center: In everything we do, we place people, nature, and their ways of life at the heart of our work. 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 ensuring that everything Catalyst Now produces is non-proprietary.



- Collaborative Leadership: We prioritize co-creating approaches that reflect shared ownership and credit collective impact. Our shared norms are based on the needs and challenges we face.
- **Humble Audacity:** We have audacious goals and approach them with the humility to recognize that none of us alone knows how they can best be 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.

Our Principles



Convene as an honest broker

Create shared spaces for collaboration and co-creation that democratise the engagement of all stakeholders in society without discrimination.



Celebrate

Consistent opportunities to celebrate the movement's accomplishments, from awards ceremonies to events that keep members engaged, are important to keep participants focused.



Connect

Use collaborative systems change principles to connect social entrepreneurs, innovators, and other stakeholders, across diverse communities, to generously share knowledge and resources to inspire the acceleration of progress towards attaining the SDGs.



Calibrate

The movement's impact will be supported by research and measurement of outcomes as it expands. Necessary recalibration will take place to focus on "true North" to achieve the SDGs by 2030.



Change Consciousness

Shift norms away from a focus on individuality, to a belief that individual and community prosperity can be achieved with the same action.



Co-create

Community members, working in collaboration, co-create the overall strategy and direction, to provide all stakeholders with the opportunity to actively contribute to the future.



Cohere

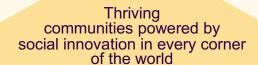
Member organisations and activities must be developed coherently to form a shared identity of fellow travellers who are learning about and activating systems change. This is important to achieve the goal of growing the movement's impact.



OUR THEORY OF CHANGE IN PRACTICE

Strategy means nothing without action. That's why we focus on transforming our strategic plan into real support for our members. Our recent membership survey reveals the impact of this approach: over half of our members now regularly apply systems change concepts they've learned through Catalyst Now in their daily work, while nearly two-thirds report increased impact through our connections. Most remarkably, survey responses show that almost 20% have reached between 1,000 and 100,000 new beneficiaries thanks to relationships built within our movement.

With 73% of survey respondents using social innovation to develop new approaches for social and environmental challenges, and over 61% feeling well-supported by our regular communications, connections, learning sessions and resources, we're seeing our theory of change come alive through concrete action.





Digital infrastructure to Support the Movement

Supporting Dominant Culture Shifts Toward Equity



Social innovators in our movement worldwide requested practical frameworks and peer networks to address complex challenges like climate change, inequality, and humanitarian crises effectively. Traditional capacity building often occurs in isolation, limiting the potential for cross-pollination of ideas and collective problem-solving that these interconnected problems demand.

In 2025, we focused on developing comprehensive learning pathways for social innovators and systems change practitioners, expanding our learning experiences significantly and establishing a shared knowledge creation system that bridges theory with practice.

Catalyst Now Learning Infrastructure Growth	2024	2025	Growth	
Learning Sessions Delivered	27	39	44%	
Number of attendees to our learning sessions	1,333	2,162	62%	
Multilingual Articles Produced	-	43	New capability	
Number of readers on our learning platforms, website, Medium and social media	-	12,600	New expanded reach	

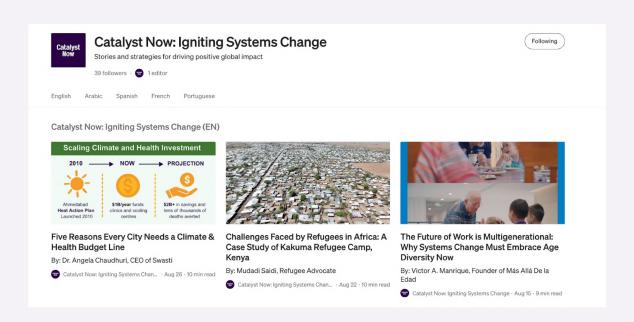


This expansion in focused Learning Sessions was driven by member demand for specialized content and our commitment to multilingual accessibility. We delivered targeted training programs including five Fundraising Masterclass sessions in three languages and created major knowledge products like the Mental Health Report, published in five languages, which has already reached 1,721 readers across our website and social media platforms.

As one participant shared: "Attending the **Learning Sessions** has been a turning point in my learning journey and professional growth. This diversity has not only broadened my understanding but has also enhanced my leadership capacity, enabling me to contribute more effectively and efficiently to both local and global spaces." —Esreal Thembo, Kyaka Refugee-Led Organization Network.

For other of our participant members: "The Catalyst Learning Series has been a powerful catalyst for progress and development within organizations. This initiative has resonated deeply with my organization's membership, marking a transformative period for both my personal journey and that of Umoja Sport...These sessions have facilitated valuable connections, allowing me to meet new people and deepen relationships. A highlight was finally meeting Winthrop at Harvard University last July, reinforcing the idea that we truly live in a small world. I believe that the learning and connections fostered through the Catalyst Learning Series can inspire others to embrace collaboration and innovation in their own organizations". Elvis Nshimba, Founder of Umoja Sport Foundation, Democratic Republic of Congo.

Language diversification has been central to promoting global inclusion. In 2025, we produced **43 multilingual publications in five languages** about social innovation and collaboration for systems change, reaching 12,600 readers across platforms and breaking down barriers that traditionally exclude non-English speaking innovators from global learning networks.





The value of this work has been reflected through feedback from contributors such as Alan Braithwaite, who noted: "Catalysing change is about finding synergies and joining different interests to make more than the sum of the parts. Catalyst Now Medium – Igniting systems change – fills that gap with clarity and is a 'must visit' web location" — Alan Braithwaite, Co-Chair of the Catalyst Now group working on Disasters.

Our peer review process builds member capacity while strengthening the global knowledge base. As one Latin America member shared: "Publishing my article on the Catalyst Now Medium platform has been a deeply enriching experience, both personally and professionally. It offered me the opportunity to share my vision of a multigenerational future with a truly global audience, reaching readers in multiple languages and cultural contexts. The process itself was a learning journey — from refining my ideas for clarity and impact, to collaborating with the editorial team to ensure the message resonated across different linguistic and cultural perspectives. Seeing my work published in English, Arabic, French, Portuguese, and Spanish reinforced my belief that the issues of longevity, demographic change, and age inclusion are universal and deeply interconnected. The platform not only amplified my message but also encouraged me to think more strategically about how to communicate complex societal shifts in an accessible way. This experience has motivated me to continue producing content that bridges generations and inspires action, while strengthening my commitment to building a world where talent has no age." - Victor A. Manrique, Author of Beyond Age and Co-Chair of the Catalyzing Change Week Committee.

One of our most significant achievements was transforming our global academic network, which tripled from 215 scholars in 2024 to 713 in 2025. We reactivated our six continental Academic Hubs with enhanced governance structures, where each hub now operates with clear co-chair selection processes and academic resource tracking systems. This ensures that scholarly engagement directly supports systems change goals rather than remaining in academic silos.





Comprehensive Learning Ecosystem

Our learning experiences bring together academics, experts, practitioners, and communities in structured peer-to-peer exchanges, providing members with immediately applicable knowledge and resources. This comprehensive learning infrastructure combines the specialized work of our Learning and System Change Department with community-building initiatives.

Conversation Cafes are initiated by our members, who step forward to share their work and ideas with the community. Our role is to support them—helping shape the session and handling logistics—so that their voices can shine and their impact can reach even further.

Buddy System Programs formalize peer mentorship relationships, with 96 active participants in 2025. These structured connections create lasting learning partnerships that extend far beyond initial introductions, often evolving into ongoing collaborations and project partnerships.



Measurable Learning Impact

Members have fundamentally transformed their approach to systems change through our learning opportunities. Our Membership Survey reveals that:

52.73% of members frequently apply systems change concepts learned through Catalyst Now in their work

46.46% have developed global connections through our network

Learning satisfaction reached **65.20%** highly satisfied, with **78.26%** satisfied overall with learning experiences.



The power of peer-to-peer learning manifests across multiple dimensions of member development. As one of our members from MENA Region shared: "The Systems Learning editing team did not just review my work; they asked questions that made me think harder, dig deeper, and do more research so I could express my ideas in a way that truly resonated. The experience also impacted how I communicate ideas in my everyday work, because at its heart, it is about raising awareness. Social entrepreneurship is all about working together in an ecosystem of peers". —Saoussen Ben Cheikh, Founder of MENA-Can, Tunisia.

AVDA Uganda exemplifies the comprehensive organizational development possible through our learning ecosystem: "Joining Catalyst Now has truly been a game-changer for me and for our work at AVDA Uganda. Since becoming part of this dynamic movement, I've had the incredible opportunity to attend a variety of enriching sessions. These sessions have not only expanded my knowledge but also helped me sharpen essential skills that directly strengthen AVDA's mission and operations."—Charles Kashindi, Founder of AVDA Uganda, member of the Uganda Chapter.

The buddy system creates partnerships that extend far beyond formal programs. A ComSIL member shared: "I was a direct beneficiary of the Catalyst Now Buddy System Mentorship program Cohort one in 2024. The relationship with my mentor has gone beyond just mentorship to include continuous collaboration with PKS-UKM the University of Malaysia. Today, ComSIL is receiving technical support in programming and proposal development."—Alpha Bakarr Barrie, Founder & Team-Lead ComSIL, Sierra Leone

This learning infrastructure represents more than capacity building—it creates a global community of practice where social innovators develop both the technical skills and relationships necessary to address our world's most pressing challenges.





A Regional Example: Financial Sustainability Sessions in Latin America



Facing the decline of international cooperation funds in Latin America, Catalyst Now's regional chapter launched a series of webinars to explore one of the most pressing questions for social organizations today: How to achieve financial sustainability in uncertain times. The sessions brought together Catalyst members and allies from across the region, eager to learn from real experiences of organizations that have managed not only to survive, but to thrive without traditional funding.

The webinars highlighted key strategies: diversifying income through donations, services, alliances, and self-generated resources; strengthening a clear value proposition that communicates impact; and professionalizing internal management with transparent governance, solid budgets, and efficient processes. Another central theme was impact measurement, vital for building trust with donors and guiding organizations toward continuous improvement.

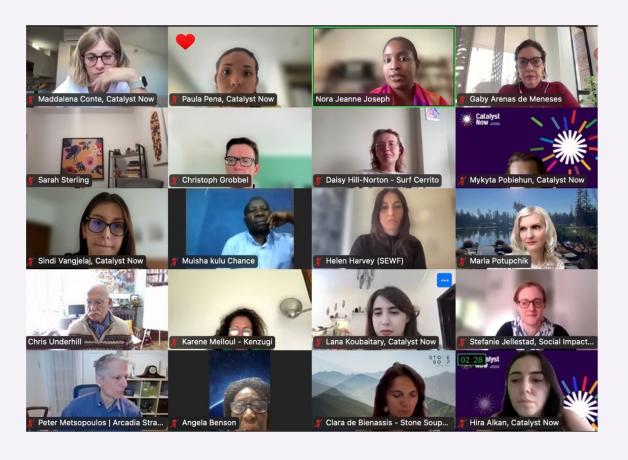
Equally important was the call for organizational flexibility: the ability to adapt quickly to shifting income and expenses while staying true to mission and purpose. This adaptability is becoming one of the most powerful tools for resilience in our region. For our members in the Latin America regional chapter, learning these strategies is more than an exercise in management: it is about equipping themselves with the knowledge and tools needed to continue their meaningful work. That is why Catalyst Now creates spaces like these, to share inspiration, build collective learning, and ensure that social organizations in Latin America remain strong, credible, and ready to inspire lasting change.



"The learning series on social organizations that are successful in their sustainability was very important for me and for my organization. I learned strategies, gained clarity in several aspects, got new ideas, and found a lot of inspiration." —Andrea Escobar, CEO of Soydoy and Co-Chair of the Latam Chapter.

"Listening to the experiences of social entrepreneurs who decided to try innovative ways to find a sustainable balance on the financial side has not only been motivating and very uplifting for me, but it also felt like someone turned on the light in a dimly lit room. It's one thing to hear academic theories about how certain things could or should be done, and it's another to hear the voices of those who dared to do them, how they dealt with the obstacles they encountered along the way, and above all, how they faced their fears and all the unforeseen challenges and uncertainties that came up. These were very productive sessions that, in many cases, reinforced what I am already doing."

—Mauricio Canedo, General Coordinator of CESBO (CESBO - Community of Social Entrepreneurs of Bolivia) and Catalyst Now Latam Education Collaboration Co-Chair.





Connections form the foundation of systems change, enabling social innovators to transcend geographical boundaries, sectoral silos, and resource limitations. Through the combined efforts of our Ecosystem Development Department and Collaborations and Membership Department, we've created a robust infrastructure that enables authentic global connections while strengthening local impact ecosystems.

Connection Impact at a Glance:

65.24 %	of members that participated in our Membership Survey are highly satisfied with networking opportunities
34.85 %	have developed global connections through our network
35.86%	leverage the network primarily for meaningful connections
78.26%	satisfaction rate for Onboarding Ceremonies

With 111 chapters operating with diverse dynamics reflecting local needs and contexts, we've created space for authentic regional engagement that honors cultural differences while maintaining global coherence.



Onboarding and Early Connection Building







Our commitment to inclusive connection building begins from the moment members join our community. Onboarding Ceremonies achieve 78.26% satisfaction rates by immediately connecting newcomers with peers and opportunities, setting the foundation for ongoing engagement and relationship-building.

"During my onboarding with Catalyst Now, what stood out to me was that even though the session was online, the sense of connection felt very real. The introductions helped me see beyond the problems we face in our communities, and I was deeply moved by our shared commitment as change makers to create a better world. As a young change maker, I felt inspired by the stories of experienced members and the innovative solutions they have developed to tackle community challenges. One moment that stayed with me was when I introduced myself and shared what Badili Tana Initiative does. The appreciation I received from fellow members made me feel part of the community immediately. Even through a screen, I could feel the energy of solidarity and the belief that we are not alone in this journey." - Robert Madubi, Founder of Badili Tana Initiative (BTI), Kenya.

This early connection foundation proves significant for members seeking authentic peer relationships and mentorship, with relationships often extending far beyond formal programs into ongoing partnerships.



Chapter Infrastructure and Regional Ecosystems Development





Our chapters operate under three primary frameworks that reflect local contexts and needs. Independent legal entities have been established in Rwanda, Liberia, and Mali, with India in its registration process. Fiscal sponsorship models enable local fundraising in Brazil, Colombia, and Spain, while other chapters maintain flexible structures that best fit their regulatory environments.

Regional assemblies follow schedules tailored to local needs: Latin America, Europe, Oceania, and ASEAN (Association of Southeast Asian Nations) convene quarterly; Africa and Brazil meets bi-monthly; and MENA (Middle East and North Africa) holds monthly assemblies that enable continuous collaboration and agile decision-making.

Highly organized chapters like India and Brazil have developed committee structures supporting large member bases, while Latin America, Japan, and Malaysia embrace task force models for flexible responses to emerging opportunities. These differences align with distinct regional focus areas: For example, African chapters prioritize youth opportunities and income generation, Asia Pacific chapters focus on positioning social innovation within evolving landscapes, and Latin American chapters identify migration as a critical cross-border challenge.

Our region-specific approach enables authentic leadership development that honors cultural contexts. The MENA region exemplifies this localized leadership approach, where members assemblies enable continuous collaboration despite challenging environments. As one Lebanon Chapter co-chair shared: "What makes Catalyst Now unique and valuable to me is its bold, action-oriented model that bridges grassroots energy with global strategy... The network's emphasis on radical collaboration, political imagination, and trust-based engagement makes it more than just another platform—it's a movement space where changemakers feel seen, heard, and energized."

—Abbas Sibai, Co-founder of Aie Serve, Lebanon



Measurable Regional Impact



This region-specific approach enables members to establish priorities and strategies aligned with local contexts while maintaining global coherence. During 2025 alone, this approach generated changes or modifications in 3 public policies, alliances with more than 52 local, regional, and country-level governments, and cross-sectoral collaborations involving more than 320 private companies.

Our model to enable local and high impact ecosystems has proven especially valuable for organizations in crisis contexts: "Catalyst Now stands out as a truly action-oriented platform that empowers local changemakers to collaborate across borders and sectors. For Impact Force — a Ukrainian NGO advancing transformative social behavior change amidst full-scale war — this collaboration reinforces our mission to build a healthier, more resilient, and inclusive Ukraine. Working at the intersection of mental resilience, digital education, and economic empowerment, we deeply value Catalyst Now's focus on trust-building, inclusive partnerships, and flexible formats that amplify civil society leadership in crisis contexts. Together, we are creating scalable solutions for long-term recovery — rooted in human capital, driven by local ownership, and aligned with global goals."— Olga Diakova, Co-founder of Impact Force and Member of the Ukraine Chapter and Europe Chapter.



Local Impact Ecosystem Strengthening: Compromiso Bogotá









In Bogotá, the Compromiso Bogotá initiative has become a model of how private sector engagement can strengthen local impact ecosystems. Beyond contributing with financial resources, over 100 companies and business leaders have played direct roles, often personally, rather than delegating to employees, in accompanying community leaders in seeking solutions. Their presence and commitment in over 20 gatherings have not only amplified the impact of collaborative efforts but also fostered trust and long-term alliances that bridge business and community interests in the city.

Compromiso Bogotá also supported the <u>Food Bank of Colombia (ABACO)</u> through active lobbying with several congressmen, helping to secure the approval of a law that allows food that would have otherwise been wasted to be recovered and used. This achievement turned potential waste into a vital source of nourishment for thousands of families.

As one of the business leaders in the ecosystem shared: "The greatest learning, and for me the most impressive aspect, has been realizing how deeply supportive social leaders are in the communities... Seeing how someone sells mangoes in the morning to earn their daily livelihood, then in the afternoon takes care of the children whose parents are still at work, and in the evening organizes sports activities for the elderly. This is not the exception; this is the rule among many of the social leaders we have across this country. And that leads me to believe that this nation goes far beyond any government in office, that what we truly have here is an extraordinary human capital. And thanks to that human capital, I am convinced this country has a much brighter future." —Roberto Junguito, President of Organización Corona, Colombia.



Brazilian Initiatives for Connection

Brazil has played a central role in fostering opportunities for connection, collaboration, and learning within our network. These initiatives not only strengthen local impact but also serve as valuable touchpoints for Lusophone connection, creating bridges across Portuguese-speaking communities worldwide.

Conhecimento e Inspiração (Knowledge and Inspiration)

Organized by chapter members, Conhecimento e Inspiração is a series of online webinars that focuses on promoting the exchange of experiences between more mature social entrepreneurs and our broader network. Five sessions were held during 2024–2025, with participation from over 300 members. Themes included COP30, Entrepreneurship, and Social Innovation in the Amazon, alongside interviews with distinguished members such as Suzana Pádua, Eugênio Scannavino, and Gisela Solymos.

Tendrel Groups

Building on the foundation of meaningful connection, Tendrel groups in Brazil emerged from the global Tendrel initiative created by Jeroo Billimoria, Rodrigo Baggio, Taddy Bletcher, and Willy Foote. These are small groups of 6–9 social entrepreneurs who meet regularly—ideally in person, but also virtually—under the guidance of a moderator. These forums create a safe and trustworthy space for participants to share mutual support, exchange experiences and learnings, and develop their capabilities. Led in Brazil by member Leonardo Andrade, meetings have been held in São Paulo, Campinas, and Rio de Janeiro, culminating in the creation of five groups around the country.

Fundo Catalisador (Catalytic Fund)

Complementing these knowledge-sharing platforms with concrete action, the Fundo Catalisador was co-created by members of the Brazil Chapter to promote collaboration among impact entrepreneurs and organizations committed to advancing the Sustainable Development Goals (SDGs). In its most recent edition (2024–2025), the fund financed projects that brought together at least two organizations, encouraging collective approaches to systemic challenges. While SDG 6 (Clean Water and



Sanitation) was this edition's focus, the fund extends beyond this theme, seeking to support initiatives that foster social innovation, strengthen collaborative solutions, and generate positive, lasting impacts on communities and the environment.

Two initiatives were selected in this edition. The first, led by Sapopema, brought safe drinking water to rural and riverside communities in Western Pará, combining prototype water treatment systems with local training and capacity building. The second, led by ITAS, engaged children, youth, and adults through stories, events, and training to promote SDGs 6 and 13, inspiring sustainable lifestyles and demonstrating that everyone can be a hero for the environment while supporting educational, social, and business initiatives.

To ensure credibility and alignment with the SDGs, the selection process involved a wide network of stakeholders. Proposals were reviewed by SDG specialists, fund members, the Capital Mobilization Working Group, the Governing Council of Catalyst Now, and the funders themselves.

The Europe Funding Consortium: A Model for Cross-Border Collaboration

The European Country Chapters exemplify regional success, with 203 members actively participating in regional events—a 62% increase from the previous period. Members clearly value this local connection, with 38.57% identifying chapter activities, connections and events as our most valuable offerings.

While Catalyst Now does not provide direct funding to its members, the movement plays a pivotal role in empowering local chapters and members by supporting them to identify funding opportunities, build partnerships, and develop competitive applications. Through a structured process, from needs assessment to shared proposal development, the Europe regional chapter enables their members to become self-organised, form sub-regional collaborations, and secure resources to deliver greater social impact.

2025 has been a key year to strengthen the Europe Funding Consortium, which was launched in the final months of 2024, as a pilot initiative designed to strengthen cross-border collaboration and unlock access to strategic funding streams. The consortium currently brings together four active local chapters: Austria, Slovenia, Ukraine, and London, with Turkey and members from the MENA region preparing to join.



The Funding Consortium has already applied for three major EU opportunities: the ESF+ Grant, Single Market Programme, and CERF, demonstrating the growing capacity of our chapters to navigate complex funding landscapes and compete for high-impact resources.

Cross-Border Impact Through Connection

Our network facilitates the kind of cross-pollination that enables local innovations to scale across borders. The SAFIPAD project at Action Pour le Développement des Jeunes (ADJC) exemplifies this impact: "Through Catalyst Now, I connected with fellow social innovators working on menstrual health and girls' education. This inspired me to scale our SAFIPAD project at Action Pour le Développement des Jeunes au Congo (ADJC)—which provides reusable sanitary pads to adolescent girls in the DRC. After exchanging insights and best practices with members from other countries, we improved our production model and outreach strategies. As a result, we reached over 1,500 girls in vulnerable communities, helping reduce school absenteeism due to period poverty." — Nondo, Rugira Christian, Founder of the Action pour le Développement des Jeunes au Congo (ADJC), Member of the Democratic Republic of Congo Chapter

Global to Local Pipeline Development

We also create lasting impact by connecting diverse stakeholders—from grassroots organizations to academic institutions, from social enterprises to government agencies—enabling approaches to complex challenges that no single sector can address alone.

A powerful example comes from the Catalyst Mental Health Collaboration. Born as a collective of social innovators, policy advocates, and lived-experience leaders, the Collaboration now spans 150+ members across continents and has grown into a vibrant ecosystem fostering peer learning, advocacy, and cross-member partnerships. The collaboration has become a powerful force advancing a range of mental health innovations — anti-stigma campaigns, community mental health, suicide prevention, and maternal and child mental health.

This year proved that meaningful change is not just possible, but already happening. The Collaboration made a landmark policy contribution with the launch of "Scaling Mental Health Access: Case Studies and Practices for Public Sector Integration" at the 2025 World Economic Forum in Davos. Co-authored by Co-Chair Daisy Rosales and partner Sumathi Balasubramanian, this report detailed seven diverse public-private partnerships in countries like India, Kenya, Nigeria, Costa Rica, and the UK. The report distilled 10 best practices for engaging with governments, offering a roadmap for integrating mental health support across public systems and demonstrating how grassroots innovations can inform and shape global policy frameworks.



SCALING MENTAL HEALTH ACCESS: CASE STUDIES AND PRACTICES FOR PUBLIC SECTOR INTEGRATION

OVERVIEW

Catalyst Now's Mental Health Collaboration creates opportunities for global collaboration between funder networks and mental health social entrepreneurs with tangible tools and resources, to create systemic impact. The collaboration seeks to educate funders, social innovators, corporates and policy makers, on the intersectionality of mental health with other social justice systems. These include gender, climate change, education, healthcare, etc., to enhance cross-sector collaborations to integrate mental health work into other social justice issues.

AUTHORS

Daisy Rosales and Su Balasubramanian Catalyst Now Mental Health Collaboration

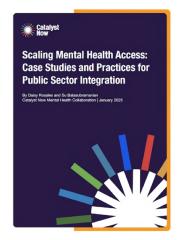
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In June 2025, Catalyst Now Mental Health partnered with the <u>UN Youth Office</u> on a flagship initiative on youth mental health and wellbeing, amplifying young people's voices in shaping global mental health policy. Through this partnership, young leaders and innovators were invited to the first-ever participatory event hosted by the <u>WHO Youth Council</u> and <u>Stanford Deliberative Democracy Lab</u> during the UN High-Level Political Forum. This connection allowed youth to make real policy recommendations ahead of the 2025 United Nations High-Level Meetings on NCDs and Mental Health, demonstrating the direct pipeline from grassroots action to global decision-making.

One youth participant reflected: "Connections forged through Catalyst Now have created direct pathways from grassroots innovation to global policy influence: "Through Catalyst, my organization, a youth-led mental health initiative gained unexpected leverage. During a global dialogue hosted by the Stanford University, WHO, and UN, I connected with individuals who championed our peer-support model. Later, this led to an invitation to co-develop guidelines for youth mental health in post-crisis settings, a direct pipeline from grassroots work to global policy."— Ibrahim Kanu, Co-Founder of lafrika-SL, Sierra Leone.

These moments show why connection matters. The Mental Health Collaboration doesn't just connect people; it builds long-term relationships grounded in trust, learning, and shared vision.

Together, these efforts illustrate why connection enables collaboration. When youth, innovators, mental health practitioners, and global institutions connect meaningfully, they transform isolated initiatives into systemic change, proving that strong collaborations can truly reshape the future.



Supporting Members Through Crisis

Connection proves especially important during challenging circumstances. Members in Afghanistan demonstrate the power of solidarity networks: "A specific moment when Catalyst Now made an impact on me personally was during the early stages of organizing literacy and sewing workshops for girls in Herat... Through Catalyst Now, I connected with other changemakers who shared practical advice, encouragement, and access to small grants. This support gave me the confidence and tools to expand our training sessions safely and effectively."

Personal connections within our network create ripple effects that extend to organizational transformation and community impact: "When Catalyst Now challenged us to stop asking, 'How can we help our mentees?' and start asking, 'How can we activate them?' That simple shift reshaped our entire approach at CLIC. Inspired by this mindset, we launched the No Cap podcast—designed, produced, and led entirely by our youth." —Dr. Francis Francois, Executive Director of the CLIC - (Center For Learning Innovation & Change), Member of the Miami Chapter.

Innovation in Connection Facilitation

Peer Mentorship

Our structured mentorship programs create lasting professional relationships and personal support systems: "Through Catalyst Now, I have been able to participate in a number of learning workshops. I also participated in a buddy-to-buddy mentorship program, which helped me realize that the challenges I face as an individual trying to grow an organization are not unique to me; other founders face and overcome these same challenges." —Brian Tumwesigye Founder of NGO Pause Conservations, member of the Uganda Chapter





Cross-Regional Connection Networks

Connections transcend geographical boundaries to enable knowledge exchange across similar contexts: "Contact with other regional networks that worked in similar fields via one learning series resulted in one accepted contribution for EMES 2025 and knowledge exchange."

Examples of our In-Person Connection Impact

Our members continue to demonstrate the value of meeting face-to-face. In-person events have strengthened relationships, fostered collaboration, and expanded our global community:

- 860+ members participated in in-person events
- 65 countries were represented
- 125 new members joined through these events

Catalyst Now MENA Region Community Gathering: Next Economies Summit in Istanbul

In-person gatherings are vital for Catalyst Now members to build trust, deepen collaboration, and spark new ideas. <u>The Next Economies Summit 2025</u>, held in September in Istanbul, brought together global leaders and changemakers to explore practical solutions to climate change, inequality, and biodiversity loss. Organized by the Prosumer Economy Society and CESD at Kadir Has University, the summit focused on building fairer, more resilient economies under the theme "United Next Economies."

As an official partner, Catalyst Now had a strong presence, with members from the MENA region and beyond actively contributing to sessions and strategic discussions. A key highlight was the Catalyst Now Community Gathering, hosted by the MENA Chapter and representatives of the Türkiye and Lebanon chapters.

Throughout the summit, Catalyst Now members participated in panels and workshops covering longevity economies, hybrid models, AI, social enterprise, and more. These sessions highlighted the network's commitment to inclusive, cross-border collaboration and positioned Catalyst Now as a key voice in shaping the future of economic transformation and aligned members on shared priorities for the year ahead.





Fostering Cross-Chapter Connections: London & Kazakhstan Chapters

This year, the London Chapter, in close collaboration with the Kazakhstan Chapter, successfully co-created a sub-regional partnership aimed at sharing knowledge, expertise, and best practices in social entrepreneurship. Thanks to the dedication and active engagement of the London Chapter members, they welcomed a delegation of 10 representatives from the Kazakhstan Chapter as part of their Impact Tour to London.

The visit served as a powerful platform for cross-chapter exchange, enabling participants to share innovative approaches and lessons learned in social innovation and entrepreneurship; build stronger connections across regional networks; and explore future opportunities for collaboration on joint initiatives.

This inspiring exchange highlighted the spirit of collective learning and cooperation that defines Catalyst Now. By fostering regional bridges and connecting changemakers across borders, the initiative strengthened our shared commitment to driving systemic impact and building inclusive solutions for communities worldwide.





Building Community and Connections in North America

This year, Catalyst Now in North America and its local chapters have continued to grow and strengthen the community. We have established and reinforced the New York and Miami city chapters, hosting three in-person gatherings to date so far, while also maintaining monthly meetings in Canada thanks to the active leadership of our local chapter Co-chairs. These monthly meetings have provided members with a consistent space to share, connect, and explore potential collaborations.

We also launched the North America Networking Sessions, an initiative born from the need to create a dedicated space for our North America - based members to meet, connect, and get to know one another, while also at the same time bringing together colleagues from across the region. These sessions are already proving to be an effective way to foster connections, strengthen professional networks, and build momentum for future collaborations. Step by step, these efforts are helping us build stronger ties and a more vibrant Catalyst Now community across North America.





Collaboration lies at the heart of our impact, where individual member capabilities combine to create systemic change at scale. Through the strategic work of our Collaborations and Membership Departments working in partnership with the Ecosystem Development Department, we've achieved extraordinary growth in collaborative initiatives that demonstrates the power of collective action.

Growth in Collaborations facing the challenges of Social Sector

As outlined in our introduction, we maintained 75 active collaborations in 2025. We worked on strengthening our collaborations by engaging different stakeholders, with cross-sectoral collaborations growing from 26 in 2024 to 40 in 2025.

Most significantly, 66% of our collaborations are led by Global South members, demonstrating our commitment to shifting power dynamics in global development and ensuring that those closest to challenges lead the solutions.

Of our 75 active collaborations, 40 involve multiple stakeholders working in different fields, —which align with our members' approaches— 68.57% use building cross-sector partnerships as a primary social innovation approach. The engagement potential is remarkable: 87.62% total engagement with 30.95% actively participating and 56.67% interested in joining.

Thematic Ecosystems and Global Challenge Response

Our collaborations address critical global challenges through focused ecosystems that enable members to work together across geographical boundaries.



We've developed comprehensive support systems that include ecosystem orchestrators, data-driven member matching, and impact measurement frameworks that help collaborations track and amplify their influence.

Collaborations consistently report meaningful outcomes, with 28.57% of collaboration members identifying building strategic partnerships as a key impact of their involvement. This demonstrates that our collaborative approach generates not just project outcomes, but the relationship infrastructure necessary for sustained systemic change.



Disasters Response: An Example of how Collaborations are Shifting from Charity to Dignity

The Catalyst Now Disasters Group is reshaping how the world responds to climate and humanitarian crises, shifting from reactive, top-down aid to proactive, dignity-driven resilience.

Building on over 25 years of work on diverse disasters by Catalyst Founding Member, Co-Founder of Indian Nonprofit <u>Goonj</u>, the collaboration adopted its SARRD model (Societal Alliance for Resilience and Response to Disasters), to transform the thinking and narrative around disasters, aid, and who holds power in times of crisis. It focuses on involving multiple stakeholders across society and empowering the most affected communities to lead their own preparedness and recovery through their own decisions, wisdom, efforts and locally sourced materials, collective action, and cross-sector



partnerships. The SARRD framework centers people's decision-led dignified development work instead of charity at the heart of disaster response and resilience building.

The Disasters Group took global center stage at the Catalyst Social Innovation House in Davos (January 2025) with the screening of the hard-hitting documentary "We Don't Do Charity" produced by the Co-chair of the Disasters Group. This powerful film questioned the traditional humanitarian aid industry and serves as a deep systemic reform call. The film showcases a people-led approach, challenging the dominant narrative of disaster response and featuring voices from India, Uganda, Kenya, Ghana, and Somalia. It advocates for a shift away from neo-colonial aid structures toward co-investment in community agency, knowledge, and infrastructure.

"Preparedness isn't an emergency act—it's everyday wisdom." —Anshu Gupta, Founder, Goonj and Member of the Disaster Collaboration. This reminds us that the most climate-resilient communities are not those waiting for aid, but those quietly building solutions long before the crisis hits. Together, this collaboration is proving that true resilience starts not with relief, but with respect, recognition, and readiness.





Regional Collaboration Leadership and Innovation

Africa Forward: From Global Initiative to Regional Autonomy



Africa Forward exemplifies the potential of our collaborative model. Thanks to Catalyst Now's foundational support, this regional network has evolved from a collaboration within our global movement to an independent, locally-driven force for change across the African continent. This evolution represents one of our most significant achievements in fostering authentic regional leadership, demonstrating our core principle that when local leaders are supported, they create sustainable and culturally relevant solutions.

Through strategic partnerships, Africa Forward actively shaped global and continental dialogues in 2025, from co-hosting a Pan-African social entrepreneurship event at the G20 to engaging South Africa's DIRCO, the Department of Science, Innovation & Technology, and DTIC to embed youth-led innovation into policy. With backing from partners like Ashoka, SEWF, Anglo American Foundation, and Allan Gray Orbis Foundation, Africa Forward is now preparing for a high-level Social Summit focused on job creation, women's empowerment, and climate action.

African Collaborations Reshaping Innovation in the Region

African chapters and collaborations have demonstrated remarkable growth, with major collaborations now impacting regionally: Faith Based Collaboration, Women & Agriculture, Refugee Innovation Network, and Mentorship with Global Shapers. The organic expansion driven by local relevance creates sustainable impact that extends far beyond initial project goals.



Refugee-Led Solutions Driving Change in Uganda



In Uganda's Rwamwanja Refugee Settlement, home to over 110,000 refugees (mostly from the Democratic Republic of Congo), life was a struggle against systemic exclusion. Youth, women, children, the elderly, and persons with disabilities faced limited access to education, economic opportunities, and critical health services like sexual and reproductive health and rights (SRHR). Small land allocations averaging just 0.037 acres per household made food security elusive, while 70% of households lacked property access in 2019. Refugees were often seen as passive aid recipients, their voices sidelined.

The Refugee Innovation Centre (RIC), launched with support from Catalyst Now and the Office of the Prime Minister, set out to change this narrative, empowering refugees to lead their own transformation.

RIC's journey began with a bold vision: to shift power to refugee-led solutions. By 2025, RIC's impact grew to over 28,000 refugees and host community members, creating systemic change. Hundreds of children accessed Early Childhood Development (ECD) programs, 656 girls were trained in sexual and reproductive health and rights (SRHR), and over \$20,000 was mobilized through grants and community contributions.



Enock, a refugee youth facilitator, captures the transformation: "I used to feel invisible. Now I teach digital skills to youth who never imagined using a computer." His story reflects RIC's empowerment approach.

RIC's journey culminated in the launch of the Refugee Change Makers Network (RECAN) in 2025, a formal platform uniting refugee leaders, youth, and women to amplify local voices and drive advocacy. RECAN aims to foster peer-to-peer support, scale refugee-led initiatives, and influence global policies on displacement. Since its inception, RECAN has grown into a vital network, connecting refugee communities across East Africa and advocating for localization to accelerate SDG progress. The global community expects RECAN to lead systemic change, championing refugee-led solutions and setting a standard for inclusive, sustainable development worldwide, building on RIC's legacy of empowerment and innovation.

The Refugee Change Makers Network became a cornerstone of RIC's advocacy, uniting refugee leaders, youth, and women to amplify local voices. This platform influenced policy through partnerships with UNHCR, WFP, and local authorities, embedding refugee perspectives in governance. RIC's advocacy for localization highlighted the need for community-driven solutions to accelerate SDG progress transitions, inspiring 32 refugee-led organizations to replicate its model. Open-source tools, like the digital library and farming curricula, facilitated rapid adaptation across East Africa.

Latin America Initiatives: Cross-Border Synergies

Latin America demonstrates how regional collaboration addresses shared challenges across national boundaries. The region has advanced three regional collaborations: Latinoamerica Avanza, New Longevity, and Migrants and Refugees—issues that transcend individual country contexts and require coordinated regional responses.

The Caribbean Chapter was officially established during this period, expanding regional reach to include island nations often overlooked in continental initiatives. Eighteen strategic contributors actively engage in Latinoamerica Avanza, creating robust networks for knowledge exchange and collective action.

"It is a broad movement that connects and stimulates real collaborations between individual and institutional members, fosters dynamics of continuous learning, and inspires through the stories of its members. For those of us working on complex issues like longevity, inclusion, and social transformation, being part of this community represents a real opportunity for connection, learning, and synergy with other leaders committed to leaving a positive mark." —Mauricio Parilli, Founder and CEO in Aprendo y Emprendo, Co-Chair of the New Longevity Collaboration, Member of the Venezuela Chapter.





Catalyst Now chapters are also sparking collaborations and supporting our members to scale their impact, as one of our Central America members shared: "One of the biggest challenges we, as social entrepreneurs, face is making our work visible in order to gain the collaboration and support needed to scale it and ensure impact. I have been part of Catalyst for more than three years, and I have witnessed the tremendous potential that emerges when you participate with genuine interest and passion in its activities and collaborations. These opportunities can open doors you never imagined, as they organically place your name in front of decision-makers who, without you even realizing it, can take you to the next level. In my case, this led to the recognition of my global leadership and, in turn, exclusive invitations as a speaker in relevant events worldwide. It's not just about external opportunities—everything starts with the commitment to belong, the vision to contribute to creating a better world, and the daily action of being consistent with this commitment. The rewards always come with time."—Marelisa Zuniga, Co-Chair of the Panama Chapter



Driving Social Innovation in Asia-Pacific: ASEAN Rising and Pacific Pathways

Across Asia-Pacific, regional initiatives are advancing social innovation to tackle urgent challenges and promote inclusive, sustainable growth. Two flagship programs—ASEAN Rising and Pacific Pathways—highlight this momentum:

Launched by the Southeast Asia Chapter, ASEAN Rising positions social entrepreneurship as a driver of regional progress. Its focus includes capacity-building, funding, and policy advocacy, with initiatives such as a Social Entrepreneurship Accelerator, a Social Impact Fund, and regional summits. The program calls on governments, investors, and entrepreneurs to collaborate on scalable solutions to ASEAN's pressing issues.

In Oceania, Pacific Pathways, the flagship programme of Catalyst Now Oceania, addresses the region's urgent climate-related challenges. With a water-focused agenda, it connects innovators working on solutions from clean drinking water and sanitation to sea-level rise and flood resilience. Its two pathways strengthen both enabling environments and grassroots innovators already active in communities.

Together, these initiatives showcase the power of regional collaboration in shaping a more resilient and inclusive Asia-Pacific.







Cross-Sector Partnerships and Innovation in Africa



Our approach enables breakthrough innovations in critical areas by bringing together diverse stakeholders who traditionally work in silos. Members consistently report that cross-sector collaboration generates solutions that address root causes rather than symptoms.

In 2025, Bunyala Agriculture Climate Impact Solutions (BACI Solutions) demonstrated significant impact through its innovative and systems-driven approach to community empowerment and environmental sustainability in western Kenya.

By training 55 youth in digital literacy, aquaculture, and waste management, and engaging over 1,000 residents in ecosystem restoration efforts (including the planting of more than 18,000 tree seedlings), BACIS is bridging the digital divide while building a climate-smart future. Strategic partnerships with organizations like KICTANET, SUBCO CBO, and Hydro Victoria Africa have expanded the impact of initiatives such as sustainable fish feed production and green finance education. In April 2025, a dedicated training empowered 25 youth (72% of them young women) with practical skills in aquaculture and climate-smart farming, supported by site visits from Farm Africa, MasterCard Foundation, and others.



Meanwhile, menstrual health campaigns have improved school attendance for 600 girls, reinforcing the initiative's comprehensive vision that links education, gender equity, and environmental action. BACI stands as a powerful model of how locally rooted, cross-sector collaborations can address systemic challenges and scale climate impact from the ground up.

"When we first started Bunyala Agri Climate Industrial Park Limited, we faced significant challenges in accessing affordable, sustainable fish feed—an obstacle that limited our growth and the livelihoods of local farmers. Catalyst Now stepped in as a crucial partner, providing mentorship, resources, and strategic guidance that helped us refine our technology and scale our operations. Thanks to their support, we successfully established our Black Soldier Fly (BSF) production unit and secured pilot partnerships with fish cage cooperatives."—John Wabwire SHIKUKU, Kenya

Government Engagement and Policy Influence

One of our most remarkable collaboration success stories demonstrates the power of collective action in influencing policy and governance. The DRC Coalition exemplifies how our model enables members to engage effectively with government institutions:

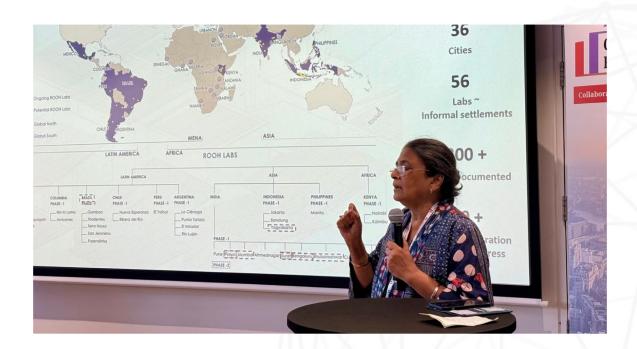
"Thanks to Catalyst Now, as an active member of the Catalyst Now coalition in the Democratic Republic of Congo, we had a unique and transformative opportunity: we met with the Vice-Governor of North Kivu province in Goma. During this official audience, we presented our 5-year strategic plan in detail, developed collectively with coalition members. The Vice-Governor praised our initiative and expressed his support for its implementation." —Espoire Ihiseelela, Project Manager at CEDEJ-GL, Member of the Democratic Republic of Congo Chapter.

We've initiated three government policy dialogues in the MENA region and Latin America, with 10 collaborations where local members actively participate in policy influence. Multiple stakeholder forums across regions demonstrate our growing capacity to influence enabling environments for social innovation.





From Local Innovation to Global Influence



Roof Over Our Heads (ROOH) is a campaign that envisions delivering resilient, affordable, low-cost houses and improving public infrastructure for urban residents, particularly those living and working in informality. The collaboration operates at a scale that bridges hyperlocal realities with global influence. What begins in a single informal settlement echoes across regions and continents.

As of 2025, ROOH spans 3 continents, 10 countries, and 36 cities with 56 active labs embedded directly within informal settlements.

ROOH began with a simple recognition that families in informal settlements already build their own houses. What they lack are resilient materials, financial systems that do not push them into debt, and recognition that their knowledge and innovations matter. Each Lab is not a project site but a living classroom where residents, especially women, design, test, and refine solutions for safer and cooler houses.

Women are at the center of this shift. Where once they were invisible in construction, today they are recognized as builders of resilience and actors in the housing market. Across all labs in 10 countries, more than 1,200 women have directly participated in design and construction. There are now 70 Labs in India and globally, each with at least three women leaders who train others.

Two hundred local contractors and artisans have been trained through these processes, and over 500 women have joined workshops to learn about construction, materials, and design.



These labs nuance our collective understanding of a range of solutions that people innovate themselves to improve their housing conditions and cope with extreme weather. ROOH reframed women in informal settlements as builders of resilience and market actors, shifting global housing narratives from charity to agency. At the relational level, its 56 active Labs connected women's collectives, informal vendors, private-sector innovators, and policymakers, with Catalyst Now facilitating connections and collaborations to accelerate adoption.

Every year, ROOH also organizes a Global Roundtable, convening over 80 housing innovators, city officials and grassroots women's networks from Asia, Africa, and Latin America to co-create a shared policy and financing agenda for climate resilient housing. A milestone moment that cemented cross-region alliances and positioned ROOH as a go-to global reference for climate responsive shelter. It convened practitioners, academics and community leaders across geographies, making it possible for labs in India to learn from peers in Indonesia, Kenya and Latin America. These exchanges strengthened the relational conditions of systems change, trust, relationships and shared vision.

"The Roof Over Our Heads (ROOH) campaign is a pioneering initiative that seeks to bridge local and global efforts to address housing resilience and climate action. The campaign prioritizes the engagement of local communities, particularly women's collectives in informal settlements, in direct dialogue with global stakeholders. This approach allows local voices to play a central role in shaping international discourse on housing and climate, fostering mutual learning and building long-term, trust-based relationships. Development investments can no longer be considered sustainable if the climate science foundation does not make it sustainable in conditions of extreme weather."—Sheela Patel, Director, SPARC and Global Ambassador to Race to Resilience, Co-Chair of the Climate Collaboration and member of the India Chapter.

Supporting Collaborative Infrastructure and Innovation

Members recognize the value of our approach to collaboration, with 48.57% identifying collaborations as our most valuable offering. We've enhanced facilitation support to meet member demand, with 60.95% requesting improved connection facilitation. Our governance structure includes 130 collaboration co-chairs participating in Collaboration Council governance, ensuring shared leadership remains distributed and accountable.

Our comprehensive support systems include data-driven member matching, impact assessment frameworks, and peer learning opportunities that enable collaborations to learn from each other's successes and challenges. We've built an evaluation capacity that helps collaborations track their systemic impact and adapt their approaches based on evidence.



Innovation in Crisis Settings and Challenging Contexts

Our collaborative approach demonstrates particular strength in crisis settings where traditional support systems may be inadequate. Members create innovative approaches that address immediate needs while building long-term resilience: "Despite restrictions on female education, we trained 25 young women in tailoring and basic literacy over three months. With support and mentorship, several participants began earning income by sewing clothes for their communities. One young woman, who had never gone to school, now teaches basic sewing to others." —Member of the Afghanistan Chapter

Recognizing the urgent and often silenced mental health crisis in Pakistan, particularly the deep-rooted stigma experienced personally by friends, family, and the local community around suicide and psychological distress, the Catalyst Now Mental Health Alliance Pakistan was initiated by The Project Suicide (TPS) in November 2024. By convening a national coalition of mental health professionals, educators, community leaders, and youth, the Alliance launched the TPS Ambassadorship Program, equipping over 200 university students across the country with practical skills in mental health advocacy, project management, leadership, and decision-making.

Through 10 targeted training sessions delivered by partners like UNAP, Gilgal Dabihn, ODE, and TPS, students explored how mental health intersects with the Sustainable Development Goals, challenged stigma through empathy and storytelling, and learned to design community-rooted solutions using tools like the 5 Whys, Six Thinking Hats, and Blueprint Libraries. By the end of the program, 200+ students were equipped with actionable knowledge in mental health advocacy, project management, and leadership. They now hold the role of ambassadors in their respective universities, ready to champion mental health awareness and advocate for systemic change.

The impact of this collaboration will be felt for years to come as these ambassadors are already spearheading grassroots mental health projects, working to raise awareness, provide peer support, and challenge mental health stigma. With a network of empowered youth across Pakistan, these future leaders are driving tangible, lasting change in how mental health is perceived and addressed at the university and community level.

These ambassadors are now leading campus-based initiatives, building peer support networks, and engaging local stakeholders to promote mental well-being, shifting not only individual attitudes but also institutional practices, resource flows, and power dynamics. By embedding mental health within broader social development goals and centering youth as agents of change, the Catalyst Mental Health Alliance Pakistan is transforming cultural norms, fostering inclusion, and laying the groundwork for long-term policy impact, proving that even in under-resourced contexts, systemic change is possible.



Organizational Transformation Through Collaboration

The impact of our approach extends beyond project outcomes to strengthen the organizations themselves. Collaboration creates learning opportunities that transform how members approach their work:

"Catalyst Now supported us during a period of organizational change at Legalden. They helped us clarify our priorities, simplify our ways of working, and strengthen collaboration across teams. What really made an impact on me personally was how they created a space where everyone felt heard—it wasn't just about strategies or processes, it was about people."—Jacek Olejarz, Founder of Legalden and member of the Poland Chapter.

Collaborative Impact on Global Systems

Thanks to our Catalyst Now founding Ecosystem partners—Schwab Foundation for Social Entrepreneurship, Echoing Green, Ashoka, Skoll, and One Family Foundation with the support of TPC (Tsao Pao Chee), The Real Mental Health Foundation, Converge Partners, SAP, Davos Works, Bertelsmann Foundation, WHO Foundation, Emirates Foundation, Dalberg, Crisis Text Line, Allan Gray Orbis Foundation, Bayer Foundation, Nestle, and The Weber Shandwick Collective, among others —we successfully hosted the first Social Innovation House at Davos. This dedicated space brought together social entrepreneurs, businesses, and policymakers to exchange insights and explore solutions for the world's most pressing challenges.

The event reached close to 2,000 in-person attendees and over 4,400 live streaming participants, featuring 39 sessions with 149 speakers and facilitating 80+ bilateral meetings, with 30 percent showing strong collaboration potential. Building on this success, we expanded SIH talks to platforms like UNGA, COP 30 and Climate Weeks globally.

Through our collaborative approach, we've demonstrated that when social innovators work together across geographical, sectoral, and cultural boundaries, they create solutions that are more innovative, sustainable, and effective at addressing root causes of our shared challenges.









Change the Script: Transforming Narratives about Education, hosted by Dream a Dream

Across the Global South, young people continue to navigate education systems that silence their voices and leave many behind, particularly those marginalized by caste, class, gender, sexuality, and disability. Success is still defined narrowly, measured by exam scores, compliance, and employment outcomes, while millions of children remain excluded, unseen, and unable to thrive.

<u>Change the Script (CTS)</u> is a call to action, a movement to shift the dominant narratives of education toward thriving. It challenges internalized beliefs, surfaces the politics behind them, and asks why systems continue to perpetuate exclusion from the lens of intersectional identities. Together, participants are redefining success so that education holds space for dignity, emergence, and collective thriving.

This shift is resonating across learning ecosystems: Youth are finding their voices—no longer passive recipients but active drivers of change. Young people feel seen and heard, systemic injustices are named openly, and new collective definitions of thriving based on dignity, empathy, and belonging have emerged.

"I got the message to not escape out of the system, but to be in the system to share love and equity." —Qhurath ul Ain, CTS 2024

"I loved having so many conversations. I could be myself." —Rashmi Malhotra, CTS 2025

System leaders and policymakers are shifting mindsets. They are holding themselves accountable for perpetuating narrow definitions of success and making space for new paradigms where process is as important as outcomes. "Listening to stories of young people makes us see them as humans, unlike statistics where we see them as data." — Pranjal Lahensingh Patil, Additional Director of Education, Delhi NCT

The impact is visible: school leaders and organizations are redesigning curricula to honor lived experience; policymakers are questioning deficit-based measures of success; and learning ecosystems are beginning to embrace <u>diversity as a source of strength</u>. What emerges is a possibility of education not defined by fear or scarcity, but by courage, compassion, and emergence. Change the Script is creating ripples across the Global South, redefining the purpose of education as one rooted in dignity, equity, justice, and the possibility of thriving for all.









Generative AI Collaboration: Building a Lusophone Platform for Impact



The Lusophone community within Catalyst Now has been growing steadily, with around 300 members now represented across multiple continents. With new chapters launched in Angola and Mozambique and recent representation from Guinea-Bissau and Timor-Leste, the community has become an increasingly relevant and connected part of the global Catalyst Now movement.

Building on this momentum, the Generative AI Collaboration emerged from the Brazilian Chapter as a space where members explore the potential of artificial intelligence for social good. Through regular events and co-creation efforts, participants share practical experiences, lessons learned, and creative applications of AI to real-world challenges. Guided by the leadership of João Carrilho from corre.social, the collaboration is taking important steps forward, most notably through the development of a dedicated platform designed to connect members more easily based on their areas of work.

The collaboration has also expanded its reach by welcoming members from other Lusophone countries. With active participation from Angola and Mozambique, the initiative has been enriched with new perspectives and reinforced as a space for cross-country connection. This growing Lusophone network, united by a shared language and commitment to innovation, is positioning itself at the forefront of exploring how emerging technologies can drive social impact.



Collaborations Health Assessment Tool

Since December 2024, we have been co-creating a Health Assessment Tool to help us better understand what makes collaborations thrive— not just the outcomes, but the trust, energy, equity, and learning that power them. Over several months, through rich dialogue with members, we developed a shared framework that reflects the complexity and humanity of collaborations and impact ecosystems. Using the gamified survey approach of PlayVerto, the tool will help assess key dimensions, laying the groundwork for a more reflective, responsive, and healthy approach to working together in collaborations. Now in its final development phase, the tool will soon allow us to systematically evaluate collaboration dynamics across all stages, bringing our commitment to deeper and more intentional collaboration to life.

Collaborations Learning Journey

The Collaborations Learning Journey is a structured program designed to deepen collaborative practice, moving beyond coordination into co-creation within Catalyst Now. The journey brings together 35 members of our collaborations and the secretariat team for interactive learning, reflection, and skill-building, fostering better multisectoral collaboration within the movement. The goal is to deepen their understanding of diverse collaboration methodologies and foster a strategic shift towards sustaining high-impact ecosystems. Running from September to December 2025, the first cohort of the program will ensure members and secretariat are better equipped to drive systems-changing collaborations through social innovation.





Supporting Cultural Shifts Towards Equity



Our commitment to global connection and collaboration extends beyond in-person gatherings to an inclusive digital infrastructure that supports all four pillars of our work. We've built a comprehensive knowledge-sharing and digital ecosystem that enables seamless multilingual communication and community engagement across our global network of 6,170 members in 156 countries.

Comprehensive Digital Engagement Performance

Our digital communications demonstrate engagement across multiple platforms, reflecting the quality and relevance of our community-driven content and the strength of our global network diverse relationships.

An example of this knowledge sharing strategy is our multilingual approach that includes the co-creation of our newsletter in five languages to reach our global community. In the last 12 months, it has grown with remarkable consistency and engagement:

- Total Sends: 275,590 messages delivered across the 2024-2025 period
- Open Rate: 38.2% (significantly exceeding industry averages of 25%)
- Click-Through Rate: 4.0% demonstrating strong content relevance
- Unsubscribe Rate: 0.35% indicating high content satisfaction
- **Delivery Rate:** 93.2% (256,908 successful deliveries)
- Engagement Consistency: 29 newsletter, and special communications editions maintaining consistent quality



Our digital content extends beyond newsletters to comprehensive knowledge sharing platforms:

- Website Traffic: Over 12,600 read our articles and news monthly across our learning platforms, website, Medium, and social media
- Multilingual Content: 23 publications produced in 5 languages during 2025
- Knowledge Products: Mental Health Report reached 1,721 readers across digital platforms

Social Media and Community Engagement

Our social media presence amplifies member stories, learning content, and opportunities across multiple platforms, extending our reach beyond direct membership to engage broader social innovation communities. The integrated approach ensures consistent messaging while respecting platform-specific engagement patterns and cultural contexts.

Multilingual Digital Accessibility

Since July 2025, all content has been systematically translated into five languages (English, Spanish, Portuguese, French, and Arabic) through co-creative and co-editing processes involving voluntary translators, members from the secretariat; along with chapters, and collaborations members worldwide. This multilingual approach has been crucial for authentic global participation, enabling deeper engagement across diverse linguistic communities and supporting our goal of 67% Global South representation.

Collaborative Digital Content Creation Process

Our digital communication success stems from a deeply cooperative approach that embodies our core values in practice:

- Community Co-Creation: Over 30 members contribute monthly to newsletters, general assembly and articles development. With more than 270 members involved in these co-creations in the last 9 months.
- Regional Voice Integration: Regional assemblies and chapters share information for global communication
- Distributed Spokesperson Model: Chapters select their own spokespersons and hosts
- Distributed communication channels: Chapters and regions, with the support of the secretariat, maintain their social media handles to share crucial information for their region in their languages
- Shared Agenda Development: Content and events reflects regional priorities and member interests
- Peer Review Systems: Academic and practitioner networks contribute to content quality



Technical Infrastructure Supporting our Global Movement

We've enhanced our member portal functionality while maintaining focus on meaningful relationship-building rather than purely transactional connections. Members consistently request improved facilitation of connections, with 60.95% seeking enhanced support for building meaningful relationships within our network—a demand our digital infrastructure is evolving to meet.

The integration of our digital communications with regional chapter activities, collaboration project management, and learning session coordination creates a seamless ecosystem where online and offline engagement reinforce each other. This integrated approach enables our distributed global community to function effectively across time zones, languages, and cultural contexts.

Digital Impact on Global Systems Change

Our digital infrastructure serves not just as a communication tool, but as an enablement platform for systems change. The combination of high newsletter engagement rates, multilingual accessibility, shared content creation, and integrated platform approach creates the foundation for the learning, connection, collaboration, and impact described throughout this report.

This approach to digital content creation demonstrates our values in action—cocreative mindset, shared leadership, and spirit of generosity—while ensuring that our communications authentically represent the diversity and priorities of our global community.







HONOURING OUR CATALYTIC PARTNERS

Catalytic Partnerships

Catalyst Now has been strengthened by remarkable commitments from visionary funding organisations across the globe. Each of these partners shares our belief that lasting progress comes from collective action and systemic change. Their strategic support has not only fueled the growth of our movement but has also accelerated transformative work that reaches far beyond what is captured in this report.

We extend our deepest gratitude to these organisations—true catalysts whose trust and partnership breathe life into our mission. Their belief in the power of our members continues to amplify impact worldwide.

With heartfelt thanks to:

- Brach Family Charitable Foundation
- Chandler Foundation
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- Skoll Foundation
- Target Foundation
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LESSONS LEARNED

Integration and Acceleration

The results throughout this report demonstrate how our four pillars work as an integrated ecosystem. Learning builds capacity for meaningful connection. Connection enables effective and trust based collaboration. Collaboration generates measurable impact. And impact validation creates demand for more learning—creating a virtuous cycle that strengthens our movement.

The data shows our members don't just participate in our programs—they apply what they learn, build lasting relationships, collaborate across boundaries, and achieve systems change in their own contexts. This transformation from individual capacity building to collective impact represents our theory of change working at scale.

The Power of Proximity and Local Leadership

Our growth to 66% Global South-led collaborations demonstrates that proximity to problems generates the most innovative solutions. When we center community-rooted leadership, we see more effective, sustainable, and culturally relevant interventions. This shift represents not just a statistical achievement, but a fundamental transformation in how global development and systems change work can be approached.







Multilingual and Multicultural Engagement

Our expansion to content delivered in different languages through collaborative co-creation, translation and edition processes has been crucial for authentic global engagement. This time and capacity investment in linguistic accessibility has enabled deeper participation and more diverse perspectives in our learning, connection, and collaboration activities. The strong digital engagement metrics—38.2% open rates significantly exceeding industry averages—demonstrate that when we communicate in culturally and linguistically appropriate ways, our community responds with high levels of engagement.



With 830+ members actively engaged in governance as part of the Geographical Council, the Collaboration Council, the Working Group Council and Governing Council. Also as part of the regional leadership, and 101 collaboration cochairs participating in distributed leadership structures, we've demonstrated that shared governance can scale effectively while maintaining quality and accountability. This distributed leadership model has proven essential for managing the complexity of a global network while honoring local contexts and priorities.







CONCLUSION AND WHAT LIES AHEAD

As we reflect on this remarkable year, we see clear evidence that our evolution from Catalyst 2030 to Catalyst Now represents not merely an organizational transition, but the maturation of a movement capable of generating systemic change at the scale our world's challenges demand.

The deeper story lies in the quality of relationships, the depth of learning, the authenticity of collaboration, and the measurable impact on systems and communities around the world.

Our members are not simply participating in our programs—they are applying systems change concepts in their daily work, building lasting cross-border relationships, leading initiatives that influence policy and practice and reaching new populations with innovative solutions. Nearly 20% report reaching between 1,000 and 100,000 new beneficiaries through relationships and knowledge gained within our network.

The shift to 66% Global South leadership in our collaborations represents more than a statistical achievement—it demonstrates a fundamental transformation in how global systems change work can be approached, with those closest to challenges leading the solutions. Our success in maintaining strong digital engagement while fostering authentic human connection shows that technology, when thoughtfully integrated, can amplify rather than replace the relationships that drive meaningful change.

Looking ahead, our foundation is strong: a global network of 6,000 committed social innovators, robust digital infrastructure that enables seamless multilingual communication, proven collaborative methodologies that generate measurable impact, and distributed leadership structures that ensure sustainability and local relevance. The challenges facing our world—climate change, inequality, conflict, and the evolving needs of communities everywhere—require exactly the kind of cooperative, systems-oriented, locally-led approaches that Catalyst Now has proven capable of supporting and scaling. With our four pillars working as an ecosystem to enable learning, connection, collaboration, and impact, we have created not just a network, but a movement capable of continuous evolution and adaptation.

Together, we continue proving that by harnessing the collective power of social innovators through authentic collaboration, we can overcome global challenges and create a future where humanity and nature can truly flourish. The transformation from individual capacity building to collaborative systems change is not just our aspiration—it is our demonstrated reality, validated by the experiences and outcomes of thousands of changemakers working together across every corner of the world.



GLOSSARY

Term	Definition
Academic Hubs	Self-organized regional communities of academics, researchers, and practitioners that integrate social innovation and systems change approaches across campuses through Catalyst Now.
ASEAN	Association of Southeast Asian Nations
Buddy System Programs	Peer-to-peer mentoring programs that pair members for mutual support and knowledge sharing.
Catalyst 2030 → Catalyst Now	The evolution of the movement: Catalyst 2030 (founded in 2019) rebranded as Catalyst Now in 2024-2025 to reflect a stronger focus on immediate collaboration and impact.
Chapters	Local, national, and regional groups of Catalyst Now members who organize activities in their countries or regions.
Co-Chief Facilitators	A leadership model with two joint facilitators instead of one single leader, acts as Co-CEO, emphasizing shared responsibility and collaboration.
Cross-sector collaborations	Joint projects that involve actors from different fields, such as civil society, government, business, and academia.
Distributed governance / Distributed leadership	A leadership model where decision-making and responsibility are shared across many members, not concentrated in a single authority.
Ecosystem coordinators orchestrators	Individuals or teams responsible for coordinating and supporting members within a focused thematic or regional ecosystem.
Fiscal sponsorship models	Legal and financial models that allow chapters without formal legal registration to receive and manage funds through an established partner.
Four Strategic Pillars (Learn, Connect, Collaborate, Impact)	The main areas of Catalyst Now's work: providing learning opportunities, building connections, enabling collaboration, and creating social impact.
Global South leadership	Leadership driven by members from regions historically underrepresented in global decision-making, such as Africa, Latin America, and parts of Asia.



GLOSSARY

Term	Definition
Global to Local Pipeline Development	The process of linking local innovations to global policy spaces, ensuring ideas move from grassroots to international influence.
Learning Journey Collaborations Learning Journey	A structured program designed to deepen shared collaborative practice, moving beyond coordination into co-creation within Catalyst Now. The journey brings together members and the secretariat team for interactive learning, reflection, and skill-building, fostering better multisectoral collaboration within the movement. The goal is to deepen their understanding of diverse collaboration methodologies and foster a strategic shift towards sustaining high-impact ecosystems. bringing together members and secretariat for interactive learning and skill-building.
Listening sessions / Co- creation tables / Assemblies	Structured group conversations where members share perspectives and debate about the issues that concern the movement and co-design strategies.
MENA	Middle East and North Africa
Onboarding Ceremonies	Welcome sessions for new members, designed to introduce them to the community and connect them with peers.
Peer review process	A process where members review and provide feedback on each other's work, similar to academic publishing.
Regional assemblies	Regular regional meetings where members discuss priorities and coordinate activities.
Secretariat	The core administrative and coordination team that manages daily operations and supports the movement's governance and programs.
Task force models	Temporary working groups created to focus on a specific issue or opportunity.
Theory of Change	A framework used in the social sector to map how specific activities lead to desired social and environmental impacts.
Focused Thematic ecosystems	Groups of members organized around a specific theme (e.g., migration, climate, health) to share knowledge and develop solutions.



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Dear friends and partners,

We want to express our deep gratitude to everyone who has contributed to our shared vision and the transition from Catalyst 2030 to Catalyst Now. To the One Family Foundation Board, Skoll, Ashoka, Echoing Green, Schwab Foundation for Social Entrepreneurship, and our co-founders: Your continued support and willingness to innovate have created a global movement for collaborative, systemic change, enabling us to reach over 6,100 members across 156 countries.

To our members representing 4,250 organizations across 111 regional, national, and local chapters: Your thousands of volunteer hours, energy, and expertise are the driving forces behind everything we have achieved. To our dedicated secretariat team, your energy, passion, and commitment are remarkable, and we could not be more grateful to have such an exceptional team.

To all who have been part of this journey from our local partners to our global allies: Your contributions have been invaluable. Together, we're actively working to make sustainable development a reality through collaborative systems change.

With sincere thanks,

Gaby and Fredrik

Data sources: This report is based on our 2025 Membership Survey (599 respondents), comprehensive digital engagement analytics from our platforms, and impact stories from members and collaborations collected through structured interviews, listening sessions, and regional chapter and collaborations reporting.



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