

All Systems Go: Towards a Funding Paradigm that Fully Catalyses and Sustains Systems Change



Together with members and key partners, Catalyst 2030 is demonstrating a collaborative, investable path towards the finance systems needed to drive sustainable locally-driven impact in the social sector.



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Introduction

Catalyst 2030 is a fast-growing global movement of people and organisations committed to advancing the UN Sustainable Development Goals. Launched at the World Economic Forum in Davos in January 2020, Catalyst 2030 is a social entrepreneur and innovator-led movement responding to this global call to action for people and the planet. The movement was co-founded by a diverse group of social entrepreneurs, including our ecosystem partners: Ashoka, Echoing Green, The Schwab Foundation for Social Entrepreneurship and the Skoll Foundation.

Catalyst 2030 is using the power of collective action to drive a new funding paradigm. If we are to truly address the global crises of our time, it is crucial that the ecosystems supporting systems change leaders enable their work, rather than hinder it. This means ensuring that the funding driving impact is effective, sustainable and embraces systems change. Catalyst 2030 and its members envisage a funding paradigm that is grounded in trust, partnership and collaboration, all with the goal of driving global systems change to support the SDGs.

Why? Social innovators have felt that one of the three key challenges holding them back was that funding has not kept pace with developments in social innovation, in particular with systems change work.

The state of the aid and philanthropy sector is dominated by stakeholders from resource-rich countries whilst sidelining the most vulnerable communities. Social innovators, their teams and funders have come to realise that despite their collective resources and efforts, the problems they were trying to solve persist. This prompted the shift to the development of systemic approaches to poverty alleviation and other problems of shared concern.

Crises of the 21st century have further catalysed the urgency to shift practices in the philanthropic sector. The global pandemic laid bare the inequities in our systems and institutions. This shift is mainly focused on *how* funders fund, their priorities and their internal operations. Shifting the power balance and moving to a power-sharing model requires that funders interrogate their own power, privilege, values and principles.

Shifting the funding paradigm towards a shared understanding of funding systems change

Shifting the Funding Paradigm Working Group

Effective and lasting change comes from changemakers who envision solving a systemic issue from the standpoint of the entire philanthropy/aid sector, rather than from a single organisation's view. The Working Group was formed in January 2020 at the outset of the Catalyst 2030 movement leveraging the network of social innovators around the globe and their ability to achieve their mission.

The Working Group was established as a common platform to drive efforts to shift the current funding paradigm. The Working Group has now been together for three and a half years and is at an inflection point. The group has convened network leaders, social

innovators and funders to map systems, conduct research and develop tools to achieve the effective funding of systems change organisations. The collective learning, action and connectivity have been truly global. Now it is time to build on this, learn from the challenges and make a renewed push for a global shift in funding practices within the philanthropic sector. Essentially, without shifting the funding paradigm, we will not accelerate the SDGs.

Experts within the Working Group are poised to catalyse and reform promises within the philanthropic sector by creating a safe space to question current norms, listen to the challenges of donors and doers and accelerate the change agenda required to overcome myriad issues that are holding back the progress of social innovation. Issues such as compliance, accountability, power, trust and the decolonisation agenda are being tackled at both the strategic and tactical levels. The group continues to explore novel approaches to actively involve funders in adopting flexible grantmaking practices and one that supports systems change work - addressing root causes rather than alleviating symptoms.

Help us to advance this work

Significant work has been undertaken to date to advance a new funding paradigm, one that centres lived experience, challenges power imbalances in the donor and doer relationship, and calls for more trust-based philanthropy. This has been achieved through thousands of hours of volunteer time from the Catalyst 2030 membership across the globe.

The Catalyst 2030 secretariat is made of a small team which, with its 'birds-eye' view of what is happening across the network, can match members for collective impact. We provide operational support to ensure that members convene and their decisions are recorded.

We know that in order to take this work forward we must increase our resources in the Enabling Environment Team to bring in more expertise in advocacy, strategic partnership building and thought leadership within the field of philanthropy.

Our members have invested a huge amount of knowledge, and 'sweat' capital, and they have now asked that we find investment to catalyst change and invest in resources that can catalyse change.

We are asking you, social innovation stakeholders and the broad funding community including individual and institutional donors, funding agencies, and corporate and government funders to join us in progressing this intervention.

We are seeking to develop strategic partnerships with aligned funders who can join us in accelerating this work. Our request is for a three-year partnership, building the field of transformational philanthropy to orient towards addressing root causes. There is the opportunity for both financial investment and to build and partner on any of these initiatives to collaborate and work together, shoulder to shoulder, accelerating impact for people and the planet.

For those who share a heartfelt commitment to driving systemic change in the funding landscape, support localisation agendas, advocate trust-based philanthropy and are eager to make a meaningful impact, we extend an invitation to actively participate in our collective efforts and exciting initiatives.

These are some of our immediate future plans.

- **Emerging future catalytic activities**
 - South x South Alliance Bellagio Convening
 - Embracing Complexity 2.0

Below is a snapshot of the initiatives we have already undertaken.

- ***Embracing Complexity Report: Towards a Shared Understanding of Funding Systems Change***
- **Funder Self-Assessment Tool**
- ***NGO Open letter***
- **Shifting the Funding Paradigm Ecosystem Map**
- **Funder ecosystem development - Ecosystem Partners**
- **Catalyst 2030 Awards**
- **Catalyst 2030 Donor Learning Group**
- **Reports**
 - [*Embracing Complexity: Towards a Shared Understanding of Funding Systems Change – January 2020*](#)
 - [*An Investigation into Financing Transformation - October 2021*](#)
 - [*Influence for Good: How Highly Resourced Individuals Could Work Towards Positive Systemic Change – July 2022*](#)
- **Catalytic collaborative action**
 - Africa Forward – Catalyst 2030
 - Compliance Conundrum
 - Community of Practice
 - Rebuild India Fund
 - Rebuild India as a Movement
 - Narrative Building
 - The Financial Ecosystems for Systemic Transformation (FEST)
 - Catalyst Hub & Catalyst Business Commitment
 - CRESCENT
 - Mental Health Collaboration
 - Dalberg Study
 - The Refugee Innovation Centre
 - The Privilege Framework
- **Learning Series**
 - Fundraising Masterclass Series
 - Social Change Innovators - SCI

To participate in any of these collaborations, explore new initiatives and suggest your own ideas for systemic change, please feel free to connect with our dedicated team. We're here to help you turn your ideas into impactful actions and embark on this transformative journey together. Reach out to us at enablingenvironment1@catalyst2030.net, and let's enable an environment for change.

Embracing Complexity Report: Towards a Shared Understanding of Funding Systems Change

The first edition of this report represents the result of collaboration between Ashoka and McKinsey & Company, as well as social innovators/entrepreneurs from Catalyst 2030, Co-Impact, Echoing Green, Schwab, Skoll Foundation and SystemIQ. Its methodology included:






- Survey responses from 100+ systems change leaders around the globe,
- 60 interviews with 30 support organisations for systems change leaders, and
- In-depth interviews with selected systems change leaders.

These interviews and surveys focused on how funders' adherence to the proposed principles affected their work. It is, therefore, a collaborative effort of funders, intermediaries, and systems change leaders who recognise that systemic challenges require systemic answers, but currently, the dominant funding practices are ill-suited to support them.

Since its launch in 2020, our *Embracing Complexity Report* has been cited in innumerable global fora discussing systems change funding and various sector reports including, most recently, [The Philanthropy Transformation Initiative Report by WINGS](#). It can also be found embedded on many websites as a guide for organisations that promote or are interested in learning about embracing a systems change orientation in their giving. Some of these include [Minnesota Council on Foundations](#), [Philanthropy Circuit](#), and the [National Center for Family Philanthropy](#).

This response underscores the value and relevance of the content we provide, solidifying our position as a trusted and sought-after source of information and a contributor to thought leadership around the globe. As we continue to expand and enhance our report, we remain committed to delivering valuable insights and maintaining our role as a global thought leader and advocate for change.

The report identifies five principles and resulting practices that funders can adopt to better support systems change work:

-  **Embrace a systems mindset** by being clear about the systems you want to change. Incorporate systems change into your DNA and actively look for funding opportunities.
-  **Support evolving paths to systems change** by funding systems leaders with transformative visions of improved systems rather than projects. Invest in learning and capability building and encourage collaboration among systems change leaders.
-  **Work in true partnership** by acknowledging and working against power dynamics, providing support that fits systems change leaders' needs and being mindful of their limited resources.
-  **Prepare for long-term engagement** by being realistic about the time it takes to achieve systems change. Acknowledge that the path of the initiatives will change along the way and encourage realistic ambitions.
-  **Collaborate with other stakeholders** by aligning with other funders, building networks for systems change leaders and leaving the leading role to systems change leaders.

The report aims to reach those in the funding community who want to evolve their current model to invest in systems change approaches. It marks the first few steps in the movements' collective journey to learn about and embrace funding practices that are aligned with systems change. By distilling strategies and processes, this report points to the support that the transformation needs in the “system” of funding systemic change, itself.

These recommendations are like a roadmap, a solid companion of sorts, for foundations that believe in system change but do not know how to start. We live in challenging times with great social, economic and environmental challenges; we need big and bold actions and this report articulates how funders can step up as allies for systems change.”

- Claude Pinard, Executive Director of the Foundation Mirella et Lino Saputo

Funder Self-Assessment Tool

Building from the principles and practices suggested by the *Embracing Complexity* report, the [Shifting Systems initiative](#), and several other sources, a [Funder Self-Assessment Tool](#) has been developed - a collaborative effort hosted by the Catalyst 2030 Working Group. The tool supports funders to determine how far along their organisation is on its journey towards effectively contributing to systemic change and where they can find support and learning opportunities to advance their practice. Taken together, the report, the NGO letter and the self-assessment tool point to a bold vision for the philanthropic field supporting funders to adopt a new culture, strategy and process of funding.

The core aim of the tool is to enable funders to effectively contribute to systemic change within their respective fields. By adopting the principles and practices outlined in the *Embracing Complexity Report*, funders are encouraged to recalibrate their strategies and processes of funding. It acknowledges that each funding organisation is on its own unique journey, with the tool as a compass to help navigate the path. The Tool is broken into three sections:

1. **Culture:** This section recognises that effective funding systems change begins with new norms and values. It asks funders to consider how engaged they are with the *root cause* as opposed to the *symptoms* of an issue; to question the implicit/explicit power imbalances between them and their grantees; how averse/accepting they are of risks; and how they respond to failure and outcomes.
2. **Strategy:** This section highlights how systems change concepts, principles and methods may be woven into a funder's choices on "where to play and how to win". It asks how inclusive funders are in their decision-making processes; who they fund (proximate leaders vs INGOs) and for how long; how engaged they are with shifting the system they are funding; and whether they apply monitoring, evaluation and learning (MEL) standards to their own practices (as they do to their grantees).
3. **Process:** This section looks at how systems change Culture and Strategy manifest in day-to-day practice. It translates the questions from the above into concrete practices and dives further into whether funders offer holistic (financial and non-financial support) to their grantees (in terms of support for MEL, capacity building, coalition and network building etc); and whether they operate on the basis of trust and partnership, as opposed to strict and standardised reporting and communications channels.

The value of the Funder Self-Assessment Tool extends beyond mere evaluation. It includes additional resources that assist funders in understanding their current progress and guide them towards further advancements. Already in its BETA phase, the tool has seen more than 700 funders engage. We have learned more about where funders are on their journey towards effectively contributing to systemic change. We learned that almost 50% of funders believe they are well-versed in the foundational concepts of systems change and that only a third have made 'addressing the power imbalance with grantees/investees' an institutional priority, and have taken significant internal measures, such as co-designing strategies and processes with grantees/investees.

Overall, the feedback provides valuable insights for enhancing the tool by offering context, seeking additional perspectives, considering hybrid financing and promoting conscious engagement with impacted communities. It also emphasises the importance of including impact investing, addressing internal barriers and recognising key stakeholders in the assessment process. Its initial adoption and positive reception from the philanthropic community demonstrate its potential to catalyse transformative impact across various sectors and regions. As more funders engage with this tool, they embark on a journey of growth, innovation and collaborative efforts, ultimately paving the way for a more equitable and sustainable future.

As the tool develops with continuous use by funder communities, we will encourage participants to re-evaluate their progress annually. This longitudinal data set will reveal points of change and challenges for funders embracing a systems change approach. This will enable us to influence strategy, learning agenda and thought leadership topics across the Catalyst 2030 movement and beyond. Already, we have seen great interest from a number of organisations for whom this aggregated (and anonymised) data provides rich and unique insight into global trends in philanthropic practice, mindsets and behaviours.

NGO Open letter

In order to amplify the calls on funders to shift their practices, the Working Group coordinated a letter along with global social impact stakeholders. Entitled “*An Urgent Invitation to Shift Funding Practices*”, the Letter outlines the calls for change from the Catalyst 2030 movement of social entrepreneurs/innovators and its allies and invites all organisations, working to improve the quality of people’s lives, to sign it and join the movement. It has now been signed by over 1,100 organisations from 80+ countries. All of these are united in their vision for the future of philanthropy.

The Letter challenges traditional funding practices and proposes innovative ways of funding and supporting organisations involved in systems change work focused on advancing the SDGs. It calls on global funders, including governments, corporations and philanthropists, to remodel their traditional practices to more effectively support grassroots organisations and sustainable social impact.

The Letter contains ten principles for funders to embrace, including a commitment to:

1. Give multi-year, unrestricted funding
2. Invest in capacity building
3. Fund networks
4. Create transformative rather than transactional relationships
5. Build and share power
6. Be transparent and responsive
7. Simplify and streamline paperwork
8. Offer support beyond the check
9. Collaborate with other funders
10. Embrace a systems mindset in your grantmaking

The Letter is an urgent call to shift away from current funding practices in which:

- Funders rely on sources of ‘expertise’ that may not centre the leadership and lived experience of those who are closest to the issues we seek to address.
- Most funding goes toward alleviating symptoms of failing systems rather than the long-term work of understanding, addressing and mobilising change to address root causes.
- Project-specific funding is given in short-term allotments; often involving excessive paperwork, transactional power dynamics and an over-reliance on short-term metrics to evaluate success. Application processes and criteria may lead to unhelpful competition among organisations, instead of incentivising the collaboration needed to change systems.

The Letter has been quoted in reports, ignited debate and generated media exposure, such as articles in [Pioneers Post](#) and [Lonac Pro](#), serving as a strong advocacy tool for social innovators within Catalyst 2030 and beyond. This a clear signal of support for philanthropic capital to be deployed to accelerate impact, support community-led development agendas and address root causes, rather than taking a band-aid approach to the global issues of our time.

Shifting the Funding Paradigm Ecosystem Map

‘Convene’ is one of Catalyst 2030’s seven core principles. We use collaborative systems-change principles to connect social entrepreneurs/innovators and other stakeholders across diverse communities, to generously share knowledge and resources to accelerate the SDGs.

We are committed to connecting and convening stakeholders across the globe who are focused on supporting and advancing this field. Responding to reports from the system-change ecosystem (including funders) that the rapidly growing social innovation sector is fragmented, we’ve used our unique ‘birds-eye view’ to create a live stakeholder map. The map provides a systematic approach to identifying systems-change leaders and helps to distinguish the roles each plays in their respective geographies and strategic focuses.

This mapping aims to connect organisations working with a similar mission, making social innovation stakeholders easily accessible. The work of organisations, initiatives, reports and networks identified are mapped against the 10 principles in Catalyst 2030's NGO Open Letter.

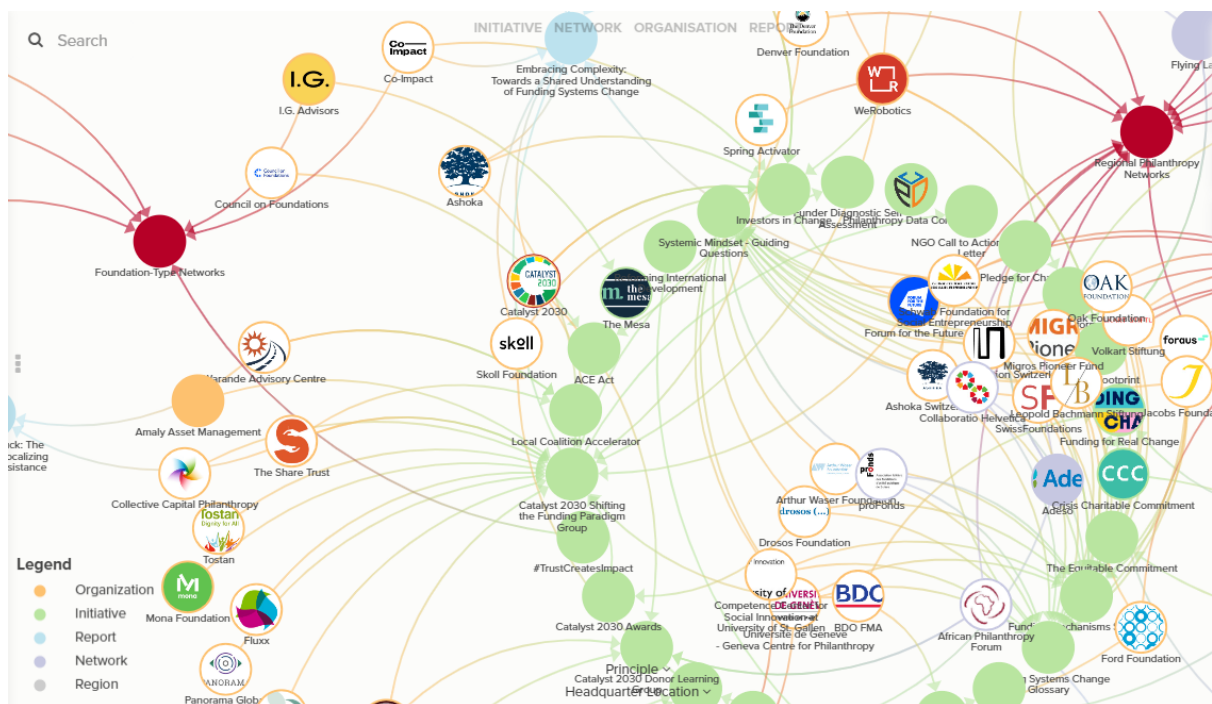
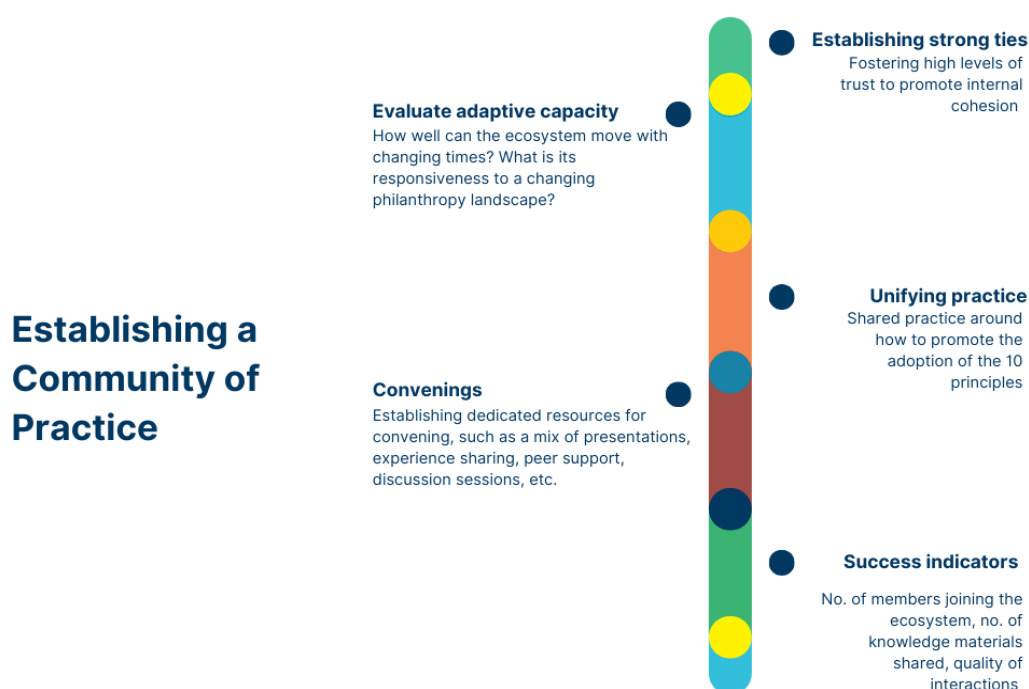


Image showing the Ecosystem Map comprising organisations, initiatives and networks working on shifting the funding paradigm globally.

Funder ecosystem development - Ecosystem Partners

Catalyst 2030 encourages collaborative action, firstly among social innovators themselves and, secondly with other stakeholders in the systems-change support ecosystem. Based on the principles outlined in the *Embracing Complexity Report*, we convened stakeholders to build a global community of practice that centres proximate expertise, is trust-based and supports systems-change innovators. To achieve impact, ecosystems of investors, working together, sharing best practices and a vision to enable community-driven change, are needed. We must:

- Share knowledge, connections, and expertise with other donors;
- Enhance efficiencies through coordinated action; open doors for social purpose organisations and walk through them together as partners.



Thus the Ecosystem Partners network of philanthropic support organisations and funders was established for shared learning on overcoming barriers to adopting a systems-change orientation.

Catalyst 2030 also convened a series of ‘Donor Salons’ in five regional hubs, India, Brazil, LATAM, the US/Europe and Africa. Here, [Dasra](#), [IDIS](#), [Red de Impacto](#), [Geneva Global](#) and [African Philanthropy Forum](#) and funders in their respective regions and countries, shared best practices and challenges encountered within their ecosystems. The Donor Salons created a forum fostering the understanding of local context — which is key to delivering transformative and lasting progress. Fostering relationships with communities and local organisations that already serve them promotes trust-based philanthropy and leverages the resources and relationships to sustain the momentum in shifting the funding paradigm.

Leader in Partnership: Lifts up funders who acknowledge and work against power dynamics, is relational over transactional, listens to what systems change leaders need and provides targeted financial and non-financial support. Works in true partnership, supports grantees to co-create the impact approach and appropriate funding structure. Takes time to build trust with grantees through regular, honest and respectful discussion, and/or simplifying the application and reporting process.

Previous awards winners have included:

**Ford
Foundation**



Wellspring
Philanthropic Fund

PHILANTHROPY
Cartier



GREENWOOD PLACE
THE PHILANTHROPY ACCELERATOR

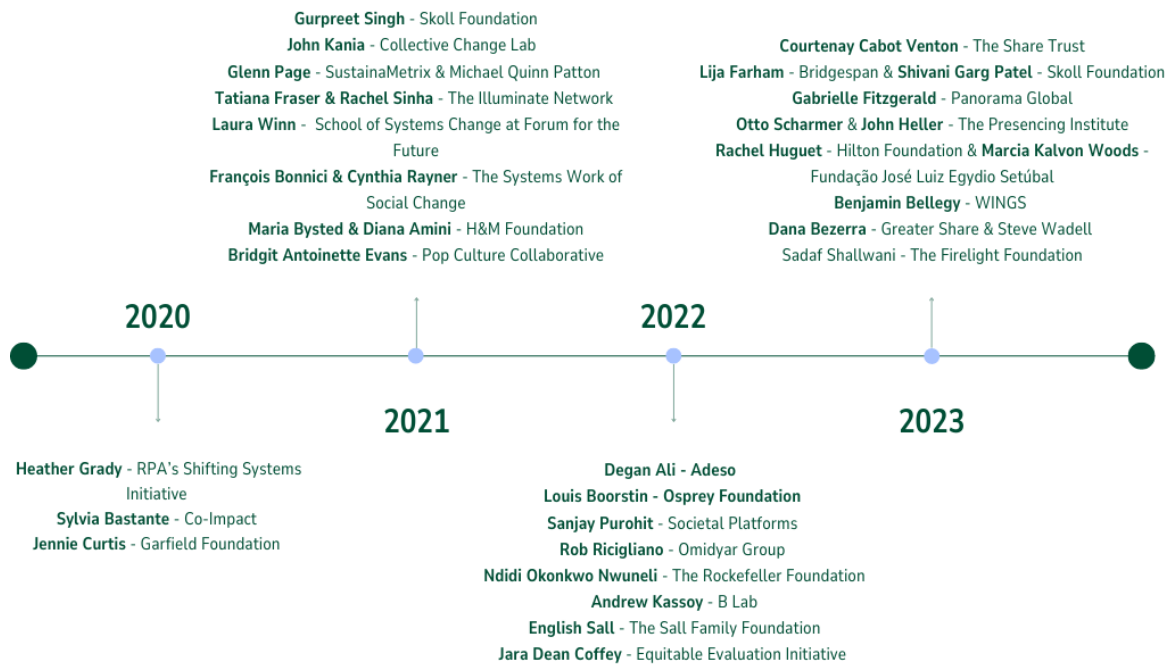


"The awards finalists are all involved in important and impactful systems-change work, presenting our independent jury with the difficult task of selecting just a handful of winners from Africa and the Americas to MENA, Europe and Asia Pacific,"

Catalyst 2030 Donor Learning Group

Initiated at the beginning of Catalyst 2030, The Learning Group comprises 70 leaders from funder organisations who are dedicated to understanding and adopting a systems approach to their giving strategies. The group is chaired by a collaboration of funders and philanthropy support organisations, including Tim Hanstad, CEO of the Chandler Foundation, Ina Breuer, Executive Director of NEID Global, and Sameera Mehra, Network and Alliances Director at WINGS.

Each month, the group hosts presentations on a topic at the intersection of systems change and philanthropy. Past topics include how different funder institutions are adopting a systems approach, monitoring and evaluation tactics, and more.



Graphic showing Donor Learning Group's previous speakers

Vision - A world where the funding community is embracing systems change approaches that include people at the core and a strategic partnership-focused role that involves giving and investing more collaboratively, effectively and generously to advance the SDGs.

Mission - To more effectively understand, embrace, practice, elevate and promote the principles and practices for supporting systemic change to advance the SDGs.

Goals



The membership of this group ranges from the more progressive organisations such as Gates, Skoll and Mastercard Foundations to smaller family and corporate foundations that are beginning their journey towards a systems change orientation. We know that this group has been a consistent source of learning for members and, in some cases, a real catalyst in influencing their strategic orientation towards funding systems change. Below are a few funder comments from a recent feedback survey;

- *“Best sessions have stretched my brain with new ideas and approaches.”*
- *“It has been a great forum to learn from peers and to help us benchmark our strategy.”*
- *“I learn something new at every session. And get to know people too.”*

Many of the Learning Group members see the group as a way to connect to the wider activity of Catalyst 2030. They have been active participants in a number of the connected activities outlined in this paper, early adopters of the principles outlined in the Embracing Complexity Report and many have signed the NGO Open Letter. A large number have supported the development of the Self-Assessment Tool by completing it in BETA phase.

Connections from within the group have led to funders joining together in pooled funding activities, speaking together on topics in Catalysing Change Week and building an interconnected network of organisations and people who share a common vision.

Reports

Catalyst 2030 has initiated and contributed to a range of research reports focusing on systems change and the advancing of the SDGs. [This repository](#) of research reports covers the basics of best practices and explores the roles of social innovators/entrepreneurs, governments and funders in this important world-changing work. Below are a sample of reports that have been co-created, centering the voices and experiences of social innovators and their communities to tackle systemic issues in relation to the current funding and financing paradigms.



[*An Investigation into Financing Transformation - October 2021*](#)
[\(catalyst2030.net\)](#)

Investigation into Financing Transformation initially aimed to connect capital with mega crises but shifted to form an "ecosystem for financing transformation" involving financiers, grantees and others. Existing ecosystems demonstrate diverse solutions to global issues like climate change. Collaboration is key to rapid development. This report describes the current situation in transformations finance with the outline of an associated proposal to form an Action Learning Hub for Transformations Finance.



[Embracing Complexity: Towards a Shared Understanding of Funding Systems Change – Catalyst 2030](#)

A clearly defined vision, the active search for systemic initiatives to fund, targeted cooperation with other funders and a long-term perspective for funding partnerships – these are just a few aspects, captured in the report, that have proven to be decisive for the successful funding of systems change.



[Influence for Good: How Highly Resourced Individuals Could Work Towards Positive Systemic Change – Catalyst 2030](#)

This report is an engaging read for individuals with considerable wealth and influence. It inspires reflection on how influence can be used for good in an ethically responsible way. The Look-Envision-Build model encourages highly resourced individuals (HRIs) to courageously examine the status quo, envision change collaboratively and take action with excellence. It also provides examples from billionaires, CEOs of large companies and influencers globally. Real-world examples highlight HRIs' ongoing learning

journeys.

Catalytic collaborative action

We are working to confront the scale and complexity of systems change to accelerate the SDGs by emphasising collaborative action among social innovators/entrepreneurs and other stakeholders, including funders and philanthropy support organisations, pursuing systems-change agendas. Catalyst 2030 unites members to collaborate on people-driven initiatives at a local, national and international level focused on cross-cutting challenges and systemic issues.

- **[Africa Forward – Catalyst 2030](#)** - Africa Forward is an initiative co-created by the African Chapters to rapidly accelerate actions that place African challenges at the heart of collaborative, partnership-driven initiatives. Together, they pool resources and expertise to support communities' transformative solutions, fostering a thriving ecosystem of social innovation on the continent. Through their collective efforts, Africa Forward aims to create lasting impact and opportunities for a brighter future in Africa. One of its five key strategic focuses is 'Funding'. The aim is to redirect approaches to funding to ensure that at least 50% goes to African-led organisations directly, without the use of intermediaries and with particular consideration for youth and gender-focused organisations.
- **Compliance Conundrum** - Catalyst 2030 has convened Techsoup, Kujalink, Startpoint and Hilton Foundation to collaborate to address risk and compliance

requirement barriers faced by community-driven and locally-led development initiatives. This shift in the funding paradigm seeks to create a more inclusive and sustainable future for communities worldwide and to build greater trust between donors and doers.

- **Community of Practice** - WINGS, Resource Alliance and Catalyst2030 focus on understanding the crucial role of fundraisers in philanthropy transformation. While philanthropic organisations aim to be accountable for the mission of serving people and the planet, fundraisers often face the challenge of balancing this mission with meeting income targets. The collaboration aims to find solutions to centre people, the planet and communities in fundraising conversations and support fundraisers in aligning their efforts with transformative change.
- **Rebuild India Fund** - This fund provides flexible grants to proximate grassroots NGOs to accelerate the work they are doing towards the achievement of the SDGs.
- **Rebuild India as a Movement** - Similar to the ethos of Catalyst 2030, Rebuild seeks to strengthen civil society in India by investing in proximate leaders and local/community-rooted organisations working with marginalised communities. This initiative needs different stakeholders in the ecosystem who recognise the power of proximate leaders and enable that recognition at a larger scale. We see huge potential in platforms like Catalyst 2030 to discover such networks and leaders to deepen understanding as well as reach.
- **Mainstreaming Trust-Based Philanthropy** - Influencing the funding ecosystem at a national as well as global level is essential to change giving practices by disrupting the power dynamics between grantors and grantees, shifting decision-making to communities, and mainstreaming unrestricted and long-term funding. Funding partners are needed to champion these practices.
- **The Financial Ecosystems for Systemic Transformation (FEST)** - This collaboration is a visionary initiative to accelerate and increase the financing of systemic change to address social, economic and environmental crises. Through collaborative leadership, FEST aims to create a well-connected ecosystem that fosters synergistic action among diverse innovators in the field of Financial Systemic Transformation (FST). Over one year, FEST will map key players and activities, develop a collaborative pathway and support experimental projects to advance FST approaches and their integration into the financing and transformation landscape. This powerful initiative aims to drive positive impact and rapidly mature the field of FST.
- **Catalyst Hub & Catalyst Business Commitment** - Catalyst Hub aims to transparently curate and fund a pipeline of trusted and impactful 'Systems Catalysts' and 'Catalytic Change Collaborations'. Systems Catalysts are values-led individuals who are pioneers of systems-level change and Catalytic Change Collaborations are purposeful collectives centred around specific systemic problems. Recipients of Catalyst Hub grants will receive two tiers of support: (1) financial and (2) holistic, tailored support based on individual needs (such as mentoring, capacity building, M&E training etc.).

The Catalyst Business Commitment recognises private businesses that partner with mission-locked social enterprises. Businesses that demonstrate action in at least one of the following three areas will be eligible to use the Catalyst Business Commitment badge: System Change Funding, Pro Bono or Discounted Services and Social Procurement.

- **CRESCENT** - A coalition of social enterprises, resource institutions and networks will engage the national government in the Philippines to enact a policy and develop/implement a programme to support social enterprises as vehicles to reduce poverty, address inequality and build resilient, sustainable communities.
- **Mental Health Collaboration** - The collaboration seeks to create a global collaboration between funder networks and mental health social entrepreneurs with tangible tools and resources, to create a systemic impact. The collaboration will educate funders, social innovators, corporates and policymakers on the intersectionality of mental health with other social justice systems - gender, climate change, education, and healthcare and enhance cross-sector collaborations to integrate mental health work into other social justice issues.
- **Dalberg Study** - A small working group was assembled to generate innovative and transformative solutions to address the \$50 billion annual financing gap for Small and Growing Businesses (SGBs) and social impact/Social Enterprises (SEs). The project was led by Catalyst 2030, Dalberg Advisors, the Dutch Entrepreneurial Bank (FMO), the Swiss Agency for Development and Cooperation (SDC) and the Chandler Foundation. Phase One of the project analysed the portfolios of a series of capital providers and found that they raised capital at higher rates than they deployed it, indicating the need for concessionary capital within any new solution. Of the capital providers analysed, on average, capital was deployed at five percent over six years, with a ticket size of USD \$2.9 million, whereas capital was raised at a rate of six to seven percent, targeting a raise of USD \$60 million over seven years.

The first solution is the Impact Data Network & Advisory platform (Impact DNA) for the capital allocation space, a data platform and network that incentivises capital providers and investors to share reliable performance data and help close information gaps within the sector. The second solution is the Scaling Authentic Impact Capital (SAIC) Facility for the capital intermediation space, a special purpose vehicle takeout facility that provides a scalable and securitised offering to address liquidity barriers within impact investing by buying capital provider debt and packaging and re-selling it to investors.

The collaboration is currently looking to advance a pilot to test the solutions and is soliciting funding.

- **The Refugee Innovation Centre** - The award-winning Refugee Innovation Centre in Uganda empowers youth refugees through computer literacy, entrepreneurship, social integration, early learning education and legal support. For this proposal, it also aims to provide practical solutions and learning opportunities to Congolese refugees such as financial literacy lessons to heads of households (mobile money, savings groups, credit, loans) and life skills programmes to the eldest children in

households to mitigate their vulnerability. It will also distribute hens, pigs and goats to the most vulnerable for income and food security. The project will establish “Financial Consultation Desks” in various locations in Rwamwanja to follow up and guide the beneficiaries when needed. Through these interventions, the aim is to deal with root problems and equip refugees with better skills and knowledge.

- [The Privilege Framework](#) - The collaboration has already developed a new holistic assessment tool – The Privilege Framework – which frames sustainability and systems change from a community perspective. Members have identified opportunities in their countries to use The Privilege Framework, supported by collaboration members’ data collection AI technology, such as Rural Senses. This helps communities prioritise its needs to submit for local funding. The project will begin by using this for Constituency Development Funds in Zambia (Choma region of Southern Province). There is already buy-in from the local authorities and a national decentralisation project. The idea is to help then replicate the model in other countries that are part of the working group.

Learning Series

The Systems Change Learning Series is a transformative and insightful initiative aimed at empowering social innovators/entrepreneurs and all working in systems change with the knowledge and tools needed to drive meaningful change. Through a diverse range of topics and expert-led sessions, the series delves into the intricacies of systems thinking, collaborative approaches, and innovative solutions. Some previous sessions focus on [relational Approaches to Systems Change](#), [working with governments](#), [fundraising](#) and [grant writing](#).

By fostering a global community of changemakers, the Systems Change Learning Series facilitates knowledge sharing, networking and cross-sector collaboration. This initiative is a testament to Catalyst2030's commitment to catalysing transformative change and shifting the funding paradigm towards more systemic and impactful strategies.

- [Fundraising Masterclass Series](#)

This initiative aims to equip social innovators/entrepreneurs and systems-change stakeholders with essential fundraising skills, knowledge and innovative approaches to secure resources effectively and sustainably. By offering insights into navigating the evolving landscape of social impact funding, fostering collaborative partnerships and adopting transformative financing models, the masterclass series plays a crucial role in preparing individuals to drive positive and lasting change. Through this programme, Catalyst 2030 reinforces its commitment to catalysing systemic change in philanthropy and supporting the broader vision of shifting the funding paradigm towards more impactful and equitable approaches.

- [Social Change Innovators - SCI](#)

The SCI curates knowledge and shares resources in a user-friendly way across the network. It concentrates 1450+ resources on a platform dedicated to driving positive social impact and fostering innovation. In 2022, Catalyst 2030 partnered with SCI to expand the reach to social entrepreneurs and innovators, funders, businesses, the government sector and

communities around the world, expanding their knowledge base and sharing resources. By providing individuals and organisations with the tools, knowledge, and networks needed to create lasting change, SCI plays a crucial role in nurturing a global community of passionate and dedicated systems-change roleplayers.

Emerging future catalytic activities

- **South x South Alliance Bellagio Convening**

Convenings at the Bellagio Center have a storied history of bringing together leaders from around the world to advance ideas and catalyse new action to drive positive and far-reaching social change. Catalyst 2030 South x South Alliance for Equitable Green Development is hosting a Bellagio Convening in the third quarter of 2023, prior to COP 28, to establish a five-year plan (2023-2027) and key next steps for advocacy, policy interventions, and preferred outcomes at high-level global gatherings.

Participants include funders, members of the South x South Alliance and representatives of bi/multilaterals and governments to focus on how the Global South can play a leading role in solving the climate crisis through identifying scalable solutions, developing strategies for advocacy and uniting experts and leaders with lived experience around harnessing opportunities for climate action.

By bringing the voices of the Global South to the forefront of climate discussions, the South x South Alliance realigns the balance of power that currently exists and takes a systems change approach to climate change. Without systemic approaches, the current disparate efforts will leave organisations, governments and civil society with huge clean-up efforts without addressing the sources of the problems.

- **Embracing Complexity 2.0**

The Working Group plans to update the *Embracing Complexity* report, using the same framework and elaborating on the key findings. Building on the groundwork in advocating for funding systems change and owing to the significant growth of members there is an opportunity to incorporate the voices of diverse leaders and organisations leading systems change work in the Global South. *Embracing Complexity 2.0* will focus on highlighting philanthropic trends, challenges and opportunities, centering voices and experiences from the Global South.