Turning Wheels

How social innovators can harness the power of the collective to achieve community-led development towards the SDGs

A guidebook
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Introduction to the Turning Wheels guidebook (1/3)

What is this report

This report emerged from multiple decades of collective knowledge about social development from some of the world’s most impactful social innovators. These social innovators are connected within the Catalyst 2030 network. This movement consist of over 1700 organizations which collaborate to achieve the UN Sustainable Development Goals by 2030.

The movement fosters community ownership in achieving these goals as this is key for truly systemic change. Collectives of social innovators such as Catalyst 2030, are uniquely positioned to enable this. Social innovators form the infrastructure between the different actors in the ecosystem and can give a voice to the community. By leveraging the power of the collective, social innovators can achieve more than the sum of the individual efforts.

This document is not a position paper on what Catalyst members believe is the ideal situation, instead it’s a guidebook for social innovators to take concrete actions towards the ideal situation. Therefore, this report is a compendium of learnings, best practices and case examples to guide, inspire and activate social innovators.

Who is this report for

Social innovators are the main audience for this report and therefore the learnings, proposed actions and best practices presented are targeted at them. Other actors, such as donors, government members, and anyone that aspires systemic change, are encouraged to read this report. The many case examples covered will be an inspiration for moving into a mindset of supporting an ecosystem driven by the community with social innovators as intermediaries.
Introduction to the Turning Wheels guidebook (2/3)

What has been done already

This document aims to stand on the shoulders of giants and draw from the vast amount of knowledge collected by social innovators around the world:

- **Are we there yet? Localisation as the journey towards locally led practice**; about community-driven development and moving power to the Global South (ODI)

- **Peer-Driven Change: How Communities are Harnessing Mutual Aid and Leading Their Own Efforts to Propel Social Progress** (Bridgespan Group)

Catalyst 2030 also has an extensive library of knowledge documents which this report builds upon:

- **New Allies Report** and **Handbook**; about the role of the government in enabling the potential of social innovators

- **Embracing Complexity**; how donors can more effectively finance systems change

- **Shifting Funding Practices**; an open letter to donors to shift focus to supporting grassroots organizations and sustainable social impact

- **Catalysing Change 2022**; the story of two years of the Catalyst 2030 movement with case examples and learnings
Contents of this report

This document consists out of 3 chapters;

Chapter 1: Opportunity for social innovators to achieve more community-led development
Sets the scene for the ecosystem in which social innovators operate.

Chapter 2: How social innovators collaborate to achieve community-led development
Explains how social innovators can collaborate to ensure the voice of the community is heard and form the infrastructure throughout the ecosystem of other actors. This chapter is structured around three levers; facilitate, advocate and scale. Facilitate represents how social innovators can collaborate to directly support the community in its needs. Advocate deals with voicing the needs of the community towards other actors as a collective. Scale describes how to scale initiatives to other geographies.

The report provides principles and potential actions for each of the levers as well as real case examples from the field to make the actions concrete and relatable. Social innovators are invited to follow up after reading these case examples to learn how they can best adapt the applied methods.

Chapter 3: How social innovators can inspire the different actors within the ecosystem to support community-led development
Provides best practices for social innovators on how to deal with the government and donors. Here, case examples again provide more tangibility to the provided best practices.
Key concepts explained (1/2)

Community-led development

• Rather than having external actors determine what initiatives are being deployed in an area, community-led development lets the community members lead in...
  • ... identifying the needs of the community that are important to them
  • ... developing and implementing plans to achieve those goals
  • ... creating collaborative relationships internally and with external actors
  • All while building on community strengths and local leadership

Source: The Movement for Community-led Development website

Power of the collective

• The power of the collective refers to a collaborative of social innovators which achieves more than the sum of their individual efforts by...
  • ... exchanging learnings, best practices, and resources to progress each other’s work
  • ... collaborating to start new social development initiatives
  • ... aligning norms and challenging one another to stick to the highest standards
  • Where all elements come together in a catalytic network

Source: Catalyst 2030 website
Community

The term ‘local’ is often used to describe something that is organized at a sub-national level. However, this positions ‘local’ as the opposite of ‘global’, which would create a hierarchy in the entities. Therefore, this document refers to ‘community’, where the community can come in a range of shapes and sizes.

In this document, a community is defined as a group of people with a common characteristic (e.g., geography, profession, or religion).

Source: Localization: A “Landscape” Report (Feinstein International Center)

Systems social innovators...

Systems social innovators have founded or are part of mission-led organizations for-profit or non-profit, that tap market-led approaches and mechanisms, for financially sustainable, scalable impact. They achieve this by:

- Addressing root causes rather than symptoms
- By altering, shifting, and transforming structures, policies, customs, mindsets, power dynamics, and rules
- Collaborating across a diverse set of actors

With the intent to achieve lasting improvement

Source: The New Allies Handbook (Catalyst 2030)

Proximate leaders

Research has shown that organizations led by proximate leaders are stronger than those led by external leaders. A leader is considered proximate if one or multiple of the following applies:

1. They have a shared lived experience of a social issue that affects a community
2. They have a shared characteristic (e.g., gender, race) with the community
3. They have a shared geography with the community

Source: Proximate Leadership: What Is It, and Why Does it Matter? (Education First)
Chapter 1
Opportunity for social innovators to achieve more community-led development
Social innovators can achieve more by leveraging the power of the collective in community-driven development throughout the interconnected ecosystem.

Development starts with the community who defines its needs...

... and sits at the center of the interconnected ecosystem...

... in which social innovators collaborate to provide infrastructure and foster community ownership.
The ecosystem for community-led development is complex and influences many actors across levels of locality.

The community drives development by defining their needs and priorities – social innovators give a voice to the community and foster community ownership.

A focus on communities calls for support from different government levels – social innovators engage with governments to ensure systemic change.

External actors adapt to the needs of the community and enable social innovators to act as the intermediaries – social innovators guide and inspire external actors towards community-led development.

*Illustrative* – social innovators provide the infrastructure for the community to drive development and achieve systemic change at a local level as well as across the ecosystem.
Chapter 2
How social innovators collaborate to achieve community-led development
We found three key levers that enable community-driven development through collaboration between social innovators ...

**Advocate**
Collective advocacy by social innovators for community-driven development towards stakeholders

**Facilitate**
Social innovators collaborating to facilitate community-driven development

**Scale**
Scaling community-driven development across geographies through collaboration
For each of these levers, we have identified four principles

**Facilitate**
Social innovators collaborating to facilitate community-driven development

- Ensure all community members are given the opportunity to be heard
- Partner with the appropriate internal and external actors
- Define a way of working with all actors involved
- Evaluate the impact related to the SDG(s) and the level of systemic change

**Advocate**
Collective advocacy by social innovators for community-driven development towards stakeholders

- Collect data on the problem and map the power dynamics of the relevant players
- Combine forces to achieve more impactful advocacy
- Support communities to do advocacy with the right government levels and departments
- Ensure funding is pulled by the community rather than pushed by donors

**Scale**
Scaling community-driven development across geographies through collaboration

- Be considerate about the actors in the geographies you scale to
- Contextualize the initiative for the area or geography
- Prioritize trust of the community and partners over scale and speed
- Link peers with similar problems from different geographies
For each of these levers, we have built a case compendium …

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<th>Lever</th>
<th>Detailed examples</th>
<th>Case examples</th>
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<td>1. <strong>Facilitate</strong></td>
<td>• Tamarack Institute – Focuses on reducing poverty in cities around Canada by supporting community-driven initiatives with knowledge, best practices and coaching&lt;br&gt;• COVID Action Collab – Partners with community organizations to support communities during the COVID-19 crisis&lt;br&gt;• SHOFCO – Supports community-based organizations in urban slums by providing critical services for all, community advocacy platforms, and education and leadership development for women and girls</td>
<td>• Red de Innovación Local (RIL) – Supports teams consisting of social entrepreneurs and local governments to become community development leaders and transform their cities&lt;br&gt;• TAAP Foundation – Breaks patterns of violence at home, school and in communities through play, imagination and arts&lt;br&gt;• Adhyayan Foundation – Improves the quality of schools and colleges through evidence-based school reviews&lt;br&gt;• True Footprint - Provides communities with an app to help them identify and resolve various issues in the context of climate action and livelihood initiatives</td>
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<td>2. <strong>Advocate</strong></td>
<td>• Community Privilege Process: The Zambia Case – Uses an AI-powered tool to assess the needs of a and facilitating the discussion on these needs between community and local government&lt;br&gt;• Masala Wheels – Empowers marginalized communities through sustainable entrepreneurial initiatives and digital transformation</td>
<td>• Global Integrity – Helps frontline actors and global players address complex challenges relating to corruption, the use of public resources, and the delivery of public services&lt;br&gt;• Inua Advocacy – Advocates the refugee rights in Malawi at different government levels&lt;br&gt;• Simbiose Social – Operates a platform that unites companies that want to invest in social innovation with NGOs and provides a risk and impact assessment tool</td>
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<td>3. <strong>Scale</strong></td>
<td>• Poverty Stoplight and The Greenlight Movement – Enables households to assess their own multi-dimensional poverty and design their own practical solutions; social innovators and corporations use the data to support the community&lt;br&gt;• SDI – Organizes a network of community-based organizations which form federations of the urban poor that exchange methodologies and data for advocacy</td>
<td>• Teach For All – Develops leaders who teach in high-need communities around the world to ensure all children can fulfill their potential&lt;br&gt;• Barefoot College International – Equips rural women and girls with the skills and knowledge to be a catalyst for change dedicated to sustainable development&lt;br&gt;• The Share Trust – Supports and strengthens the Self Help Group ecosystem around the world to dismantle poverty from the inside out&lt;br&gt;• WeRobotics – Co-creates and supports a growing network of independent and locally-led knowledge hubs to build on existing expertise in drones, data, robotics and AI</td>
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... consisting of 17 examples from across the globe

**Tamarack Institute**
Focuses on reducing poverty in cities around Canada by supporting community-driven initiatives with knowledge, best practices and coaching. (started in Canada, scaled to US)

**TAAP Foundation**
Breaks patterns of violence at home, school and in communities through play, imagination and arts. (started in Venezuela, scaled to 14 countries with focus on LATAM)

**Red de Innovación Local (RIL)**
Supports teams consisting of social entrepreneurs and local governments to become community development leaders and transform their cities. (started in Argentina, 100 participating cities with 75% from LATAM and 25% Africa)

**Poverty Stoplight**
Builds global franchise originating from Paraguay that allows households to assess their own multi-dimensional poverty and design their own practical solutions. (started in Paraguay, scaled to 46 countries across the globe)

**Simbiose Social**
Operates a platform that unites companies that want to invest in social innovation with NGOs and provides a risk and impact assessment tool.

**Adhyayan Foundation**
Improves the quality of schools and colleges through evidence-based school reviews.

**COVID Action Collab**
Partners with community organizations to support communities during the COVID-19 crisis.

**Barefoot College International**
Equips rural women and girls with the skills and knowledge to be a catalyst for change dedicated to sustainable development, one village at a time. (started in India, scaled to more than 100 countries in global south)

**SHOFCO**
Supports community-based organizations in urban slums by providing critical services for all, community advocacy platforms, and education and leadership development for women and girls.

**Masala Wheels**
Empowers marginalized communities through sustainable entrepreneurial initiatives and digital transformation.

**SHOFCO**
Supports community-based organizations in urban slums by providing critical services for all, community advocacy platforms, and education and leadership development for women and girls.

**Inua Advocacy**
Advocates the refugee rights in Malawi at different government levels.

**The Greenlight Movement**
Measures multi-dimensional poverty in households to help NGOs and businesses develop a personalized approach to tackle problems.

**Community Privilege Process: The Zambia Case**
Uses an AI-powered tool to assess the needs of a community in a balanced manner and facilitating the discussion on these needs between community and local government.

**Global Integrity**
Helps frontline actors and global players address complex challenges relating to corruption, the use of public resources, and the delivery of public services.

**Teach For All**
Develops extra-ordinary leaders who teach in high-need communities around the world to ensure all children can fulfil their potential.

**WeRobotics**
Co-creates and supports a growing network of independent and locally-led knowledge hubs to build on existing expertise in drones, data, robotics and AI.

**The Share Trust**
Supports and strengthens the Self Help Group ecosystem around the world to dismantle poverty from the inside out.

**True Footprint**
Provides communities with an app to help them identify and resolve various issues in the context of climate action and livelihood initiatives.

**WeRobotics**
Co-creates and supports a growing network of independent and locally-led knowledge hubs to build on existing expertise in drones, data, robotics and AI.
Lever 1: Social innovators collaborating to facilitate community-driven development

Principles

A. Ensure all community members are given the opportunity to be heard

B. Partner with the appropriate internal and external actors

C. Define a way of working with all actors involved

D. Evaluate the impact related to the SDG(s) and the level of systemic change

Case examples

Detailed examples
- COVID Action Collab
- Tamarack Institute

Other examples
- Adhyayan Foundation
- RIL
- TAAP Foundation
- True Footprint
**Principles for lever 1: Social innovators collaborating to facilitate community-driven development**

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<th>Principles</th>
<th>Description</th>
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<tr>
<td>Ensure all community members are given the opportunity to be heard</td>
<td>In community-led development it is key to consider the voice of all the community members before proceeding with the design and execution of an initiative. Social innovators should work together to provide a balanced overview of the voices in a community.</td>
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<tr>
<td>Partner with the appropriate internal and external actors</td>
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<tr>
<td>Define a way of working with all actors involved</td>
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<tr>
<td>Implement a measurement and evaluation framework</td>
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**What could social innovators do? (non-exhaustive)**

1. Organize an (in-person or online) event to understand a community and its needs. Make sure to facilitate an inclusive, cohesive setting by first focusing on the group; who is here, who isn’t here, do we want to be here – before offering your support. *The Movement for Community-led Development offers the Analytic Framework to design a community-led initiative.*

2. In any meeting, there is the risk that specific voices get marginalized due to the power dynamics in a group or cultural practices. Use technology to help extract all voices from a discussion. *Rural Senses offers software that records a townhall discussion from different angles and uses artificial intelligence to extract the most prevalent topics.*

3. Not everyone will be able to travel to an organized event or have the digital literacy to attend an online meeting. Ensure that you take these voices into account as well by visiting these individuals in a place that is accessible for them (e.g., their home, community center).
Principles for lever 1: Social innovators collaborating to facilitate community-driven development

<table>
<thead>
<tr>
<th>Principles</th>
<th>Description</th>
<th>What could social innovators do? (non-exhaustive)</th>
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</table>
| Ensure all community members are given the opportunity to be heard        | Systemic change has the highest probability of success when relevant members of the community area are engaged to form (part of) the solution. It is also likely that a social enterprise will not be able to provide the entire solution by itself. In that case, additional partner should be involved to enhance the initiative with more resources, capacity, and the processes for onboarding new contributors, aligning contributions and making decisions should be defined.                                                                                                                                                                                                                                                        | I Facilitate a community asset mapping workshop to see what human capital and resources are present in the community to work towards a solution and to see what people need to be involved to resolve a problem.  
  *Tamarack Institute* uses a tool for asset mapping that can help identify the strengths and opportunities of a community  
 II Be open to bringing in additional partners if you cannot supply what the community needs. It’s much more important to offer a comprehensive solution together with partners than trying to fill all needs as one organization. Partners can be found through catalyst movements, conferences, or by looking for peers online.  
  *The TAAP Foundation* has partnered with multiple social innovators throughout South America to reach remote areas and offer more diverse training materials  
 III See where you can help grassroot organizations grow and where you can be helped by other social innovators. Social enterprises will be at different levels of maturity but will all have a unique set of skills. Sharing resources can be done through a knowledge platform, by connecting partners, and through trainings.  
  *SHOFCO* helps grassroot initiatives in Kenyan slums grow by teaching them on reporting to donors and connecting them with funds |
Principles for lever 1: Social innovators collaborating to facilitate community-driven development

**Description**

Having an effective way of working leads to a better connection, a sense of belonging, and increased mutual trust, which are all key for community-driven development – this includes the community, other social innovators, partners, government, donors, etc.

The way of working needs to be defined at the start of an initiative between all involved actors, but should also be maintained throughout the collaboration.

**What could social innovators do? (non-exhaustive)**

I. Discuss at the start of collaboration what your preferred communication modes are and agree on a meeting cadence. Consider that meeting in person yields more personal relationships and improves communication.

   *RIL has set up peer learnings groups that meeting once per month to talk about issues, these meetings are both virtual and in-person.*

II. Develop a narrative that all partners subscribe to. This works as a beacon for all actors to work towards and helps gaining momentum in the community and government.

III. Share information with your partners to optimize the synergy and transparency. The relevance of this grows as the information becomes more case-specific (e.g., provided by experts or data recorded in the community).

   *The Covid Action Collab has set up expert working groups to exchange best practices across communities and has built a platform where knowledge documents can be shared.*

IV. Take the time to get to know each other and allow trust to build over time. This applies in any relation, whether it is with other social innovators, the community or the local government. Shared activities can help accelerate trust building, if appropriate for the relationship.

**Principles**

- Ensure all community members are given the opportunity to be heard.
- Partner with the appropriate internal and external actors.
- **Define a way of working with all actors involved.**
- Implement a measurement and evaluation framework.
## Principles for lever 1: Social innovators collaborating to facilitate community-driven development

### Principles

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<tr>
<td>Ensure all community members are given the opportunity to be heard</td>
<td>Social innovators should measure the impact of their initiatives to assess whether the communities’ needs are being met and progress is made within the problem/opportunity statement that was agreed upon by the collaborators. Additionally, social innovators should always keep systemic change in mind when evaluating their initiative – how far is the initiative away from handing over complete ownership to community and/or government and becoming redundant.</td>
</tr>
</tbody>
</table>
| Partner with the appropriate internal and external actors                | **I**  
Implement a measurement and evaluation framework to quantify the impact. This is important for sharing with other actors (community, government, funders, etc.) to gain credibility. Technology can help with the recording of impact.  
*The Greenlight Movement* assesses the needs of households through annual surveys on multi-dimensional poverty and tracks year-on-year progress.  
*Ture Footprint* uses an app to track carbon reduction measures of affiliated small farmers. |
| Define a way of working with all actors involved                         | **II**  
Schedule periodic reviews with the community to get a qualitative assessment of the impact made. Reviews should span not only the direct beneficiaries but also other actors such as governments and members of the social enterprise.  
The *Adhyayan Foundation* improves the quality of schools and by asking relevant actors: How do we know our schools are good? |
| Implement a measurement and evaluation framework                        | **III**  
Work towards making yourself redundant or institutionalization of the initiative. This is important to ensure systemic, sustaining change without requiring continuous support from external resources.  
The *Shared Trust* facilitates the creation of self-help groups and acts as an intermediary until they can entirely step out.  
The *WeRobotics* has incubated local drone companies in Nepal to transfer their knowledge to and hand over ownership to the community. |
Case example: COVID Action Collab (1/2)

Short description
The COVID Action Collab partners with community organizations to support communities during the COVID-19 crisis. They achieve this by synergizing resources and augmenting the collaboration of the partners as well as keeping up with the changing needs of the community.

Country
India

Phase
Transitioning

Collaborators
The COVID Action Collab works with 150 implementors

Other partners involved
The COVID Action Collab works with USAID, the Skoll Foundation and several philanthropic foundations

Relevance for problem statement
- Collectively facilitating community-driven development
- Collectively advocating community-driven development
- Has been / can be scaled to other geographies

Impact
1. Demonstrated a successful collaborative model between 359 partners
2. Onboarded 2000+ volunteers
3. Spread across 34 states and UTs
4. Mobilized resources amounting to 152 mn. USD for COVID relief, recovery and resilience building
5. ~15 mn. individuals benefited with 24.8 service instances through trainings and ~12.3 vaccination doses

“During the COVID-19 pandemic there was a sense of urgency to collaborate which I only saw when the HIV outbreak started”

Source: Interviews with involved social innovators and initiative website
Case example:
COVID Action Collab (2/2)

How the COVID Action Collab facilitates community-driven development through collaboration

Description
1. The COVID Action Collab (CAC) is a collaborative of multi-sectoral organizations that were onboarded to support the vulnerable communities during the COVID crisis.
2. The CAC works closely with the government, private and public sector as well as civil society to enable an effective response to COVID, with the integration of Health, Social Security and Livelihood as the three core focus areas. CAC aims to maximize the synergies between organizations and augment the collaboration.
3. It also provided donors with various investment options based on themes, geography, community, partner, and evolving needs across COVID-19 waves.
4. Also, CAC focused on building resilience within the communities, to enable them to ‘bounce forward’ using the partnerships that were forged during the COVID crisis.

Best practices
• CAC designs and delivers packages of services to communities through local partners, which are contextualized to meet the requirements of the target community and geography.
• CAC set up an information exchange platform for the collaborating organizations.
• It also formed solution circles with experts to tackle specific problems, to decide on funding allocations, and provide guidance on key strategies such as estimating the number of resources required for a city.

Relevance for other levers

Advocate
• CAC created a single fund for donors to invest in which then invests in partner organizations. This creates a single point of contact and provides curated initiatives.
• The three main funders are USAID, the MacArthur Foundation and the Skoll Foundation, which act as partners to the initiative rather than as just investors.

Scale
• CAC scaled through involving over 350 organizations across India, thereby forming a network of networks. Individuals can also apply as volunteers.

Source: Interviews with involved social innovators and initiative website
Case example: SHOFCO (1/2)

Short description
Shining Hope for Communities (SHOFCO) supports community-based organizations in urban slums by providing critical services for all, community advocacy platforms, and education and leadership development for women and girls.

Country
Kenya

You don't have to please the donor; they will end up respecting your honesty

Phase
Up and running

Collaborators
SHOFCO works with grassroots organizations in Kenyan slums

Other partners involved
SHOFCO works with an array of foundations for funding

Relevance for problem statement
✓ Collectively facilitating community-driven development
✓ Collectively advocating community-driven development
✓ Has been / can be scaled to other geographies

Impact
1. SHOFCO has reached 2.4 million people across 17 urban slums in Kenya
2. 146,000 USD was saved in group savings programs
3. Placed 954 youth in jobs and internships
4. Built 7 community centers servicing 1200 individuals
5. Provided 16,452 people with clean water through water kiosks and latrines

“Co-creation is not about the end-goal, it is about learning the process of development together”

Source: Interviews with involved social innovators and initiative website
Case example: SHOFCO (2/2)

How SHOFCO facilitates community-driven development through collaboration

**Description**

1. SHOFCO works with grassroots organizations to support slums in their way out of poverty
2. They provide slums with clean water, healthcare, essential services and livelihood programs with a focus on empowering the communities
3. SHOFCO has also founded the World Communities Forum which connects community-based practitioners from around the world
4. The Forum also launched the Global Alliance for Communities, a platform of proximate leaders that aim to bring community-led initiatives to the global development agenda
5. The SHOFCO Women’s Empowerment Projects provide women with education about business and helps them start small businesses

- SHOFCO used their closeness and trust with the community to distribute COVID-19 vaccines, food, masks and sanitizers
- SHOFCO provides its beneficiaries with unique ID cards to monitor and evaluate progress and provide additional support where necessary
- Additionally, they teach grassroots organizations how to report to their donors. By doing this SHOFCO facilitates a more peer-like relationship between the community and donors
- Through its international and local network SHOFCO connects INGOs with grassroots initiatives. They use a database of community-driven organizations to provide INGOs with the partners they are looking for.

**Relevance for other levers**

**Advocate**

- The SHOFCO Urban Network bring individuals and households together in groups to advocate their needs as a collective
- Guide donors how to better evaluate local initiatives based on the performance indicators of the community itself

**Scale**

- Rather than scaling their initiatives to other geographies, SHOFCO deepens their impact by setting up more programs to help the community (e.g., gender-based violence, health, water & sanitation, urban youth)

Source: Interviews with involved social innovators and initiative website
Case example: Tamarack Institute (1/2)

**Short description**
The Tamarack Institute is working to end poverty in communities and in Canada by supporting community-driven initiatives with knowledge, coaching and convening. The local learnings are then consolidated into reports and tools to build knowledge and practice.

**Country**
Canada

**Phase**
Ongoing

**Collaborators**
400 place-based Collaborative Networks in Canada and US

**Other partners involved**
Canadian government at different levels as well as businesses, non-profits and citizens at the local level

**Relevance for problem statement**
- Collectively facilitating community-driven development
- Collectively advocating community-driven development
- Has been / can be scaled to other geographies

**Impact**
1. Played an important role in reducing poverty in Canada from 15% in 2010 to 6.4% in 2022
2. Engaged with and empowered 45,000 learners in Canada
3. Worked with 400 cities in >100 regional networks

**SDGs**

“Local context matters. Building effective place-based collaborations should include relevant partners: philanthropy, government, business, nonprofits, and citizens. However, the place-based approach must reflect the local context.”

“Innovation tends to get stalled if you take a fixed approach. Communities are dynamic and community-driven development should embrace change and innovation.”

Source: Interviews with involved social innovators and initiative website
Case example: Tamarack Institute (2/2)

How the Tamarack Institute facilitates community-driven development through collaboration

Description

1. Tamarack builds the capacity of changemakers to coordinate collaborative work, it supports communities in poverty reduction, it networks communities, and it builds an open-source knowledge platform and tool bank on ending poverty and achieving other results at a community and regional scale, collective impact, participatory approaches, and community-driven development

2. At the community level, Tamarack is invited by a local partner(s) including local government, business, social entrepreneurs or philanthropist to support an initiative

3. Tamarack then provides resources and coaching to support and shape the plan of the round table assembled in the community

4. Impact and trends from the different local initiatives are consolidated into reports and tools to share and use for other community initiatives

Best practices

• Tamarack works with the community partners on how to formulate the narrative of the situation in a positive manner such that all partners are bought into the process of change

• The communities that Tamarack is working with are responding to actions in real time, so they need to continuously adapt and a compendium of learnings from previous projects helps prepare a community plan

• Tamarack has an open-source library of tools to support communities in collaborating, scaling and assessing the needs of the community. This allows communities to design their own initiative even without the active assistance of Tamarack coaches

Relevance for other levers

Advocate

• The Tamarack Institute involves the local government in initiatives to be able to influence policies and funds to tackle the local issues

• Philanthropists and businesses are included in the roundtable conversations to encourage a partnerships between community, social entrepreneurs and funders

Scale

• Before starting an initiative, Tamarack always looks at the situation of the community: What is the context and readiness of the community, what is the complexity of the issue and what work is needed for the solution

• Best practices from all parts of Canada (including, increasingly Quebec and Indigenous communities) are shared with similar organizations in the USA and with global partners advancing place-based change

Source: Interviews with involved social innovators and initiative website
Case example: Adhyayan Foundation

How the organization scales community-driven development through collaboration

Short Description

The Adhyayan Quality Education Foundation improves the quality of Indian schools and colleges by asking their leaders “How do we know our schools are good?”, in line with educational standards through evidence-based school reviews. All relevant actors are involved and collectively develop and achieve a vision

Best practices

- The Adhyayan Foundation involves the appropriate partners and co-creates the “next best steps” for educational quality improvement (e.g., if the school wants professional development, the foundation brings in a resource that can do this)
- The Foundation’s framework for educational improvement becomes the face to the school rather than a consortium organizations and NGOs
- Collaborates with government levels and departments, system leaders, teachers, parents as well as the community to collectively determine the school’s status-quo and define and prioritize the needs – this is based on an evidence-based assessment of the school’s performance
- Co-creates tech-based solutions with system leaders, NGOs and CSR bodies to ensure continuous data collection, analysis, and decision-making at all government levels (local, block, district and state)
- Facilitates exchange of learnings between “champion” and “evolving” schools

“No single entity can solve a problem on its own”

Source: Interviews with involved social innovators and initiative website
Case example: Red de Innovación Local (RIL)

Short Description

- Red de Innovación Local (RIL) – or Local Innovators Network – supports local governments and social entrepreneurs to become community leaders by helping them to improve their management capabilities, build collaborative networks and promote innovative design processes across the globe.

How the organization scales community-driven development through collaboration

- Encourages local teams to share best practices and seek advice among peers in the search for better local public policies within its “Collaborative Cities” program:
  - Provides coaching on leadership skills and efficient collaboration.
  - Creates virtual and in-person spaces for peer learning and collaboration.
  - Facilitates access to all successfully implemented solutions through an interactive map.

- Connects public officials with social entrepreneurs to co-design local innovative policies via “Systemic Innovation Communities”, an initiative developed in collaboration with Ashoka, Co-Lab (Chile), and Via Educación (Mexico):
  - Provides training and support on project design to teams through the Local Innovators Program.
  - Gives visibility to initiatives and helps to raise funding via their +i Marketplace.
  - Generates a compendium of impact stories generated by local journalists in a media platform (+Comunidad).

Best practices

- Instead of supporting local government teams separately, RIL encourages collaboration and learning among government officials facing similar problems in other geographies.
- RIL employs a rigorous screening process for each application in order to resolve the most pressing challenges while working with the most motivated teams.

“After years of working at the local level, we realized that we could accelerate the transformation of cities by connecting peers with similar problems across the globe.”

Source: Interviews with involved social innovators and initiative website.
Case example: TAAP Foundation

How the organization scales community-driven development through collaboration

- To ensure change will become part of the community’s everyday life, the TAAP Foundation:
  - Provides schools, grassroots organizations and community leaders with teaching methodologies which are adapted to contextual factors; the community comes up with their own solution and art form (e.g., dance, painting, photography)
  - Involves everyone (parents, teachers, authorities, children, young people etc.)
  - Trains young people to become leaders in their communities as actors in a culture of peace

- The TAAP Foundation partners and collaborates with numerous organizations to harness the power of the collective:
  - Partners with several organizations and is involved in multiple initiatives to scale their programs in the most isolated territories of Colombia, Venezuela and Latin America (Colombia Takes Care of Colombia, Together for Chocó, Together for Cucuta, Providence Island Development Program)
  - Designs trainings and learning ecosystems for peers as part of the Weaving Lab and educational TAAP Foundation’s programs are open source
  - Facilitates and co-directs Catalyst2030 Latin America chapter, which enables collaboration among 86 social entrepreneurs and governmental bodies within the region
  - Collaborate with several social entrepreneurs networks such as Impact Hub, Perennial Fellowship, Rotary Peace Fellowship, Viva, Minka, etc.

Short Description

- The TAAP Foundation is an organization that uses the arts, communication for development and learning through play to create more peaceful environments for families, schools and communities across 14 countries

Best practices

- TAAP Foundation adapts its methodology to contextual factors within local communities to ensure sustainable change
- Share useful resources, methodologies and programs with other social innovators to prevent others from reinventing the wheel
- Train grassroots organizations and social leaders to promote capacity building in their communities
- Advocate and communicate using media and social networks to educate the different actors about social challenges and solutions, as well as promote civic and corporate engagement

Source: Interviews with involved social innovators and initiative website

“"If you work with the community and help them to propose solutions for their problems themselves, the change will become part of their everyday life”

“You can’t do everything by yourself, you need to collaborate with others to make an impact”
Case example: True Footprint

Before you can facilitate, you need to first listen and understand what people need.

What an individual can do is very limited therefore in order to achieve results we need groups of people to unite and work together.

True Footprint provides communities with an app to help them identify and resolve various issues in the topics that matter to them in the context of climate action and livelihood initiatives. The app produces impact data to stakeholders, examples include carbon credits for tree-planting in Mongolia and clean cooking in Kenya.

How the organization scales community-driven development through collaboration:

- Facilitates peer-to-peer help via built-in configurations (e.g., sharing knowledge between farmers, training materials)
- Tracks performance and provides useful analytics with suggestions on next-steps
- Helps communities to initiate new projects that improve their livelihood, fight climate change and earn additional income through carbon credits

Best practices:

- Employ technology and data-driven analysis to facilitate communication and achieve SDGs

Source: Interviews with involved social innovators and initiative website
Lever 2: Collective advocacy by social innovators for community-driven development towards stakeholders

Principles

A Collect data on the problem and map the power dynamics of the relevant players

B Combine forces to achieve more impactful advocacy

C Support communities to do advocacy with the right government levels and departments

D Ensure funding is pulled by the community rather than pushed by donors

Case examples

Detailed examples
- Masala Wheels
- Zambia Initiative

Other examples
- Global Integrity
- Inua Advocacy
- Simbiose Social
Principles for lever 2: Collective advocacy by social innovators for community-driven development towards stakeholders

**Principles**

<table>
<thead>
<tr>
<th>Principles</th>
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<tr>
<td>Collect data on the problem and map the power dynamics of the relevant players</td>
<td>Preparation is key for any advocacy initiative; this includes collecting the relevant data and mapping the power dynamics. Having concrete proof points when starting an advocacy initiative helps to gain traction and offers the government a justification for its policy. Simultaneously, mapping of the power dynamics of the different actors involved, prevents inefficient deployment of advocacy capacity.</td>
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<td>Combine forces to achieve more impactful advocacy</td>
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<td>Support communities to do advocacy with the right government levels and departments</td>
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<td>Ensure funding is pulled by the community rather than pushed by donors</td>
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**What could social innovators do? (non-exhaustive)**

I. Poll the needs of the community to get a democratic base for the advocacy work you do. Ways to do this are door-to-door interviews or posting an online survey. The Poverty Stoplight conducts household surveys on multidimensional poverty. The data from these surveys are used by corporates to support their employees where possible and governments to launch relevant poverty reduction initiatives.

II. Create a basis for negotiations by gathering data to help advocate specific needs and resources towards governments and corporates. Before approaching the local government SDI India (SPARC) gathered data on the number of people that had to share a lavatory in the urban slums of Mumbai. After getting the data they could make a more solid argument for more public facilities.

III. Take time to have a shared understanding of the dynamics (different actors, power distribution among actors). This also includes understanding what government level needs to be involved. Global Integrity has a library of resources containing knowledge from advocacy projects around the globe that can be tapped to gain a better understanding of power dynamics in a country.
### Principles for lever 2: Collective advocacy by social innovators for community-driven development towards stakeholders

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<td>Collect data on the problem and map the power dynamics of the relevant players</td>
<td>In advocacy, chances for success are greater with the backing of large numbers. This applies to the sheer number of social innovators as well as to the size of the community they represent and the impact they have achieved.</td>
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<td>Combine forces to achieve more impactful advocacy</td>
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### What could social innovators do? (non-exhaustive)

I. Activate other social entrepreneurs and media to create awareness and momentum. Other social entrepreneurs and media can be approached through social media, word of mouth, or through network organizations.

*Masala Wheels* has been donating meals and provisions to those in need through their Pay Forward initiative. This has garnered lots of support from the public, to the extent that it got the attention of the Implementation Coordination Unit (ICU) from the Prime Minister’s Department.

II. Write reports with other innovators and participate in panel discussions to grow your influence in the government and among the community.

*The Movement for Community-led Development* is co-authoring Uganda’s National Development Plan which determines the spending of 8 Bn. USD.

III. Leverage the competitiveness of governments – work with peer social innovators to write case studies about neighboring governments (countries, states or municipalities). This will help in advocacy effort towards the government.
Principles for lever 2: Collective advocacy by social innovators for community-driven development towards stakeholders

**Principles**

| Collect data on the problem and map the power dynamics of the relevant players | Combine forces to achieve more impactful advocacy | Ensure funding is pulled by the community rather than pushed by donors |

**Description**

To achieve systemic change, social innovators should create the relevant links between communities and governments to ensure needs are met. Given that different levels of government have different jurisdictions, social innovators should facilitate the tools to influence the appropriate government levels.

**What could social innovators do? (non-exhaustive)**

I. Provide community members with the tools to advocate their own needs. This has two advantages; it gives ownership to the community, and it gives more credibility to the initiative.

*The Zambia Initiative* uses data obtained during townhall discussions on community needs to help community members bring up their preferred solutions in discussions with the Constituency Development Fund.

II. Social innovators can play a bridging role by using their trustworthiness with the community to escalate the needs to the appropriate government levels.

*Inua Advocacy* receives reports of sensitive corruption and human rights abuses, which they can subsequently escalate confidentially.

III. To entirely transfer ownership of an operational initiative to the community, the initiative can be executed by a local government or institution. To make this happen, a gains-costs analysis (e.g., in the form of a business plan) can help.
Principles for lever 2: Collective advocacy by social innovators for community-driven development towards stakeholders

**Principles**

- Collect data on the problem and map the power dynamics of the relevant players
- Combine forces to achieve more impactful advocacy
- Support communities to do advocacy with the right government levels and departments
- Ensure funding is pulled by the community rather than pushed by donors

**Description**

Social innovators have an integral role to play in shifting the funding practices from being driven by the donor’s agenda to being driven by the community’s needs. This requires mainly a mindset change of the funders, but social innovators have a couple of options to influence this.

**What could social innovators do? (non-exhaustive)**

I. Guide donors to have a more community-oriented mindset when it comes to impact reporting. Metrics that might be relevant for donors could be less relevant to the community. *SHOFCO guides donors to use the impact indicators used by Kenyan slum organizations rather than their own (e.g., the fraction of youth having received a literacy training instead of the number of jobs obtained by youths)*

II. Consider forming a shared fund with other social innovators which invests in initiatives based on priority. This creates a single point of contact and provides curated initiatives for funders while placing the decision power with the social innovators and the community they represent. *The Covid Action Collab has set up a fund for donors to invest in that allocates money to COVID-19 relief initiatives across India and deals with the accountability of the affiliated organizations*
Case example: Masala Wheels (1/2)

**Short description**
Masala Wheels is a social enterprise that offers employment, capacity building, and micro-entrepreneurial opportunities to marginalized communities. Profits are channeled back into furthering initiatives as well as the development of Masala Wheels’ infrastructure.

**Country**
Malaysia

“Advocacy came in after doing actual operations on the ground; we first did the work and then started to talk about what we need”

**Phase**
Expanding

**Collaborators**
Civil society organizations, corporate Malaysia, educational institutions and the Malaysian government

**Other partners involved**
...

**Relevance for problem statement**
- Collectively facilitating community-driven development
- Collectively advocating community-driven development
- Has been / can be scaled to other SDGs and geographies

**Impact**

1. Contributed more than RM4 million in revenue to 500+ individuals, most of whom are at-risk youths
2. Set up 3 cloud kitchens for 25 beneficiaries for zero charge
3. Donated 50,000+ meals to those in need through their Pay Forward initiative

**SDGs**

“If you don’t have volume you don’t have means to speak; the numbers have to be there”

Source: Interviews with involved social innovators and initiative website
## Case example: Masala Wheels (2/2)

### How Masala Wheels advocates community-driven development through collaboration

#### Description

1. Masala Wheels has been donating meals and provisions to those in need through their Pay Forward initiative. This has garnered lots of support from the public, to the extent that it got the attention of the Implementation Coordination Unit (ICU) from the Prime Minister’s Department.

2. The ICU collaborated with Masala Wheels to make an even bigger impact in the community by identifying and helping underserved beneficiaries.

3. Masala Wheels was accorded a seat at the table representing social enterprises at the Poverty Circle under the Prime Minister’s Department to provide feedback and ideas on policy to help improve livelihoods through entrepreneurship.

4. Additionally, Masala Wheels is the co-founder of the Chamber of Social Entrepreneur Development and Catalyst 2030 Malaysia Chapter which collectively drives policy development for an integrated social entrepreneurship ecosystem in Malaysia.

#### Best practices

- Masala Wheels built momentum through their operations on the ground, which helped them in articulating their needs for advocacy toward the government.

- Media played a big role in the advocacy of Masala Wheels to amplify their voice.

- Further impact was achieved through building their circle of influence beyond the government, including corporates.

#### Relevance for other levers

<table>
<thead>
<tr>
<th>Facilitate</th>
<th>Scale</th>
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<tbody>
<tr>
<td>- Masala Wheels provides capacity building and employment for marginalized communities in the form of culinary training and Food &amp; Beverage management through its multi-revenue model food truck, restaurant and catering services. This is done in partnership with corporate, educational and government institutions and strong digital presence on technology-driven platforms.</td>
<td>- Masala Wheels’ profits are reinvested to grow and scale their initiatives as well as the development of the physical and digital infrastructure.</td>
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<td></td>
<td>- Together with strategic stakeholders, Masala Wheels has been setting up several cloud kitchens across Malaysia to revolutionize social entrepreneurship.</td>
</tr>
</tbody>
</table>

Source: Interviews with involved social innovators and initiative website
Case example: Community Privilege Process – The Zambia Case (1/2)

**Short description**
The Zambia Initiative is a collaboration of Catalyst 2030 members that use AI-based technology to identify the need of a community in an unbiased manner. The collaboration then assists the community in advocating these needs to the local government.

**Country**
Zambia

**Impact**
1. The Constituency Development Fund has 25.7 mn. ZMW (1.6 mn. USD) to spend on community development.
2. 5 organizations from 3 continents collaborating.
3. Groups of 50-100 community members are invited to discuss their needs. The technology captures everyone’s voice.

**Phase**
Exploring

**Collaborators**
OpenNet for All Zambia, Rural Senses, Working Group 4 of Catalyst 2030

**Other partners involved**
Constituency Development Fund, local authorities

**SDGs**

<table>
<thead>
<tr>
<th>Food</th>
<th>Education</th>
<th>Electricity</th>
<th>Infra</th>
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<td><img src="food.png" alt="Icon" /></td>
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<td><img src="electricity.png" alt="Icon" /></td>
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**“Don’t go to the community with your solutions, they already have a solution. Just see how you can help them execute that solution”**

**“Sharing is everything, not just the successes but especially the failures. Everyone is only sharing successes, but it’s the failures that you learn from”**

Source: Interviews with involved social innovators and initiative website
Case example: Community Privilege Process – The Zambia Case (2/2)

How The Zambia Initiative advocates community-driven development through collaboration

Description

1. The Zambia initiative wants to ensure that public funds support the specific needs of the community.
2. It plans to do this by organizing meetings for 50-100 people and discussing their problems and proposed solutions using the privilege framework, which forms a structure to ask the right questions for finding the needs of a community.
3. The discussions during the meeting are recorded and fed into AI-powered technology which distills the most mentioned topics.
4. This ensures that all voices of the community are heard, regardless of prominence within the group and creates data that can be used in advocacy.
5. Finally, the initiative supports the community in negotiations around funding to execute on the solutions for the most important problems by providing data and negotiation materials.

Best practices

- Instead of bringing the needs of the community to the authorities themselves, the initiative empowers the community to discuss their own problems and solutions with the local authorities.
- The Zambia Initiative documents the voice of the community, which the local authorities can also use as a proof point to defend their actions and policies, thereby creating a win-win situation.

Facilitate

- OpenNet for All Zambia, which supports the community negotiations actively cooperates over chat and in regular meetings with other advocacy NGOs to exchange ideas.
- The Zambia initiative has partnered with AI-business Rural Senses which has experience with filtering unbiased opinions from group discussions.

Scale

- Similar initiatives are currently in the early discovery phase in Kenya and four other countries. The initiatives share best practices through ongoing communication.

Source: Interviews with involved social innovators and initiative website.
Case example: Global Integrity

<table>
<thead>
<tr>
<th>Short Description</th>
<th>How the organization scales community-driven development through collaboration</th>
</tr>
</thead>
</table>
| - Global integrity helps frontline actors and global players address complex challenges relating to corruption, the use of public resources, and the delivery of public services | - Conducts research into the power dynamics of key stakeholders to help partners with governance challenges  
- Builds on learnings from previous work with other organizations (including social innovators) to bring stronger insights to future challenges  
- Creates networks to facilitate the exchange of learnings and best practices between peers |

"Systems are shaped in such a way that they serve the interests of powerful players"

Best practices

- Gathers learnings from a global network of experts (both former clients and funders), but relies first and foremost on the local actors  
- Strengthens the capacity of partners by using information to update their understanding of the context and the problem and to adjust their plans

Source: Interviews with involved social innovators and initiative website
## Case example: Inua Advocacy

### Short Description
- Inua Advocacy advocates the refugee rights in Malawi at different government levels and across departments.

### How the organization scales community-driven development through collaboration
- Founded and led by a former refugee, Inua collaborates with the government on the improvement of refugee policies.
- Collaborates with community leaders to escalate their needs of refugee self-reliance, participation and ultimately integration.
- Member of RELON Malawi (Refugee Led Organizations Network) and provides training to organizations and individuals on using social media platforms for self-advocacy.

### Best practices
- Given their trust and network among the refugee community, Inua receives reports of sensitive corruption and human rights abuses, which they can subsequently escalate in confidentiality.
- Trust and networks are equally important for Inua to support messages originating from partner agencies – messages that refugees might other-wise dismiss, misunderstand, or speculate over.

"Don’t wait until you have everything before you start something"

Source: Interviews with involved social innovators and initiative website.
Simbiose Social operates a platform that uses government data to unite companies wanting to invest in social entrepreneurs with NGOs. Additionally, they provide a risk assessment tool and allow companies to monitor the impact of their investments.

**How the organization scales community-driven development through collaboration**

- Makes NGOs from more remote areas more visible for companies willing to invest in social investment. They do this by using government data to match registration data of NGOs with data on tax deduction due to social innovation investments from companies.
- Advocates the needs of community-based NGOs at different government levels by promoting tax deduction programs for social investment from companies.
- Recently, they created a new feature on the platform that cross public indexes to match the different social demands at the municipal level with NGOs that work to solve the local problems.

"Companies in Brazil spend 80% of social innovation money on NGOs in São Paulo and Rio de Janeiro."

**Best practices**

- Simbiose Social works with large corporations to help them find better targets for their social innovations and with NGOs to make them more visible for corporations.
- Research data on specific needs at the community level are integrated in the platform to help direct funds to the most urgent causes.

Source: Interviews with involved social innovators and initiative website
Lever 3: Approach to scale community-driven development across geographies through collaboration

Principles

A Be considerate about the actors in the geographies you scale to

B Contextualize the initiative for the area or geography

C Prioritize trust of the community and partners over scale and speed

D Link peers with similar problems from different geographies

Case examples

Detailed examples
- Poverty Stoplight and The Greenlight Movement
- SDI

Other examples
- Teach For All
- Barefoot College International
- The Share Trust
- WeRobotics
Principles for lever 3: Scaling community-driven development across geographies through collaboration

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<tbody>
<tr>
<td><strong>Be considerate about the actors in the geographies you scale to</strong></td>
<td>When scaling to another area, social innovators should be considerate of the community, existing social innovators, and other relevant actors in that geography. Potential partners should be trusted by the local community to facilitate buy-in for the initiative and prevent imposing a methodology</td>
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<tr>
<td><strong>Contextualize the initiative for the geography</strong></td>
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<td><strong>Prioritize trust of the community and partners over scale and speed</strong></td>
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<td><strong>Link peers with similar problems from different geographies</strong></td>
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**What could social innovators do? (non-exhaustive)**

I. Make the trade-off whether to scale by growing the current initiative, partnering with an existing organization, or helping set up a new organization. The same trade-off exists for the branding of the initiative. The main driver should be impact for the community, which might not be achieved by simply creating a new branch in another chapter.

*The Poverty Stoplight has partnered with organizations across 50 countries through a franchise, white-label, construction.*

*After helping local actors to set up a shared legal entity, the Share Trust acts as an intermediary until they can fully step out.*

II. Do not actively expand your methodology but instead let the demand for the initiative drive the decision on where to scale towards. This increases the chances of success for the initiative.

*Rather than actively recruiting regional Flying Labs, WeRobotics creates awareness for the value proposition in a community and lets demand determine whether a new drone knowledge hub should be formed.*
Principles for lever 3: Scaling community-driven development across geographies through collaboration

Principles

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Description

Social innovators should always adapt their initiatives to the context of the community that they are scaling to; each community has different actors, problems, and solutions.

What could social innovators do? (non-exhaustive)

I. Start with the needs and solutions of the community
   Also refer to Principle 1A: Ensure all community members are given the opportunity to be heard, which describes an approach to discover the existing needs and solutions of a community.

II. Write a transparent implementation plan for local partners that want to use (part of your) methodology for their own initiative. This merges local needs with a tested approach.
   The Greenlight Movement has written Greenlight Implementations, which is a guide for starting a multi-dimensional poverty assessment tool in a new geography.

III. Adapt materials to new geographies. This goes beyond changing the language; the materials should be contextualized and sensitive topics should be considered.
   Barefoot College International has connected with community-based partners in different locations to adapt teaching materials and tools to nearly 100 countries.
   The TAAP Foundation adapted their methodology to contextual factors; the community has to come up with its own preferred art form (e.g., dance, painting, photography).
## Principles for lever 3: Scaling community-driven development across geographies through collaboration

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<td>Be considerate about the actors in the geographies you scale to</td>
<td>Social innovators should invest time in building a trust-based relation with the community and partners. As the network and resources grow, the social innovator can expand the scope of the initiative.</td>
<td>I. Grow your network of social innovators to increase the resources you can offer the community. Rather than scaling yourself, you can also use your network to support the community-led effort.</td>
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<td>Contextualize the initiative for the geography</td>
<td></td>
<td>II. Determine whether to scale out (more beneficiaries/geographies), up (influence more institutions), or deep (more systemic change within the community). Rather than scaling its initiatives to other geographies, SHOFCO deepens its impact by setting up more programs to help the community (e.g., gender-based violence, health, water &amp; sanitation, urban youth).</td>
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Principles for lever 3: Scaling community-driven development across geographies through collaboration

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**Description**

Different communities have different problems and therefore require tailored solutions, however, patterns exist across geographies. Social innovators can add value by connecting individuals and/or organizations facing similar problems.

**What could social innovators do? (non-exhaustive)**

1. Connect peers that your organization works with in different geographies. This can be done through creating a forum (e.g., online forum, chat group) or by forming consortia with members that face similar issues in their work. These consortia can become stand-alone, or you can maintain a facilitating role.  
   *RIL encourages local governments to share best practices and seek advice among peers in the search for better local public policies within its “Collaborative Cities” program.*

2. Create a knowledge-sharing platform for the exchange of best practices and learnings across the different geographies of your organization. This will prevent local chapters from reinventing the wheel and institutionalizes the methodology.  
   *Teach For All enables sharing of insights and resources across the global network via an online learning portal that contains learnings and tools.*  
   *The Tamarack Foundation has an open-source library of tools to support communities in collaborating, scaling, and assessing the needs of the community. This allows communities to design their own initiative even without the active assistance of Tamarack coaches.*
Case example: Measuring multi-dimensional poverty (1/3): Poverty Stoplight

Poverty Stoplight allows households to assess their own multi-dimensional poverty and design their own practical solutions. Social innovators and corporations use the data to support the community. Started in Paraguay, Poverty Stoplight is now actively used in one way or another in >50 countries.

Country
Paraguay

Impact
1. A total of 53 hubs and special projects have partnered with 460 organizations in 50 countries.
2. These hubs have executed over 226,000 stoplight surveys worldwide.
3. 60,000 indicators of multidimensional poverty have improved.

Relevance for problem statement
✓ Collectively facilitating community-driven development
✓ Collectively advocating community-driven development
✓ Has been / can be scaled to other geographies

Phase
Up and running

Collaborators
Poverty Stoplight has 53 hubs and special projects around the world which all partnered with local corporations and organizations.

Other partners involved
The Poverty Stoplight is funded by several foundations and through franchise fees of partner organizations.

SDGs

“Many programs are aimed at communities, but they forget that a community consists first and foremost out of people”

"Even though you both speak English, you don't speak the same language" – about scaling to other communities

Source: Interviews with involved social innovators and initiative website
Case example: Measuring multi-dimensional poverty (2/3) – The Greenlight Movement

Short description
The Greenlight Office is based in South Africa and works with a social methodology similar to Poverty Stoplight. Besides measuring multi-dimensional poverty, the partnered non-profits and businesses collaborate as the ‘The Greenlight Movement’ to provide support and services to each other.

Country
South Africa

“Don’t waste money, time, or effort working with a community that doesn’t need you - walk away”

“You don’t know what you need until you know what you’ve got”

Phase
Expanding

Relevance for problem statement
✓ Collectively facilitating community-driven development
✓ Collectively advocating community-driven development
✓ Has been / can be scaled to other geographies

Impact
1. Data of 35,000 surveys collected
2. 117 organizations using the data to measure and understand impact
3. In 2019, organisations reported 84% of households self-diagnosed an improvement in quality of life within 1 year

Other partners involved
Funded by a single foundation

SDGs

“Breaking poverty down into bite-sized chunks is less overwhelming and encourages reflection that helps people to plan a way forward to a better quality of life”

Source: Interviews with involved social innovators and initiative website
Measuring multi-dimensional poverty (3/3)

Learnings from case examples

How the Poverty Stoplight and The Greenlight Movement have scaled community-driven development across geographies through collaboration

Description

1. Poverty Stoplight and The Greenlight Movement see the household as the key actor in eliminating poverty from lives
2. The households can do a self-diagnosis to indicate what they require help with and where they are confident with how they are doing
3. The data from the surveys allow the individual organization to determine where they can make an impact and where they need to bring in additional partners
4. The initiatives have been scaled deep through involving NGOs covering different SDGs, involving corporates that can help their employees more thoroughly and governments to understand community needs better
5. Poverty Stoplight has expanded the methodology to >50 countries using a franchise construction and share best practices

Best practices

- Both initiatives have focused on helping households assess themselves and brought in partners to deepen the impact (i.e., provide the households with support where they require it)
- Poverty Stoplight has worked with local organizations to set up a multi-dimensional poverty assessment in other areas, as the indicators and definitions for poverty are unique everywhere
- The Greenlight Movement has developed a practical implementation plan for social innovators that want to start a stoplight initiative in their community

Relevance for other levers

Facilitate

- Social entrepreneurs work together to provide the households with the assistance they require based on the self-assessment
- The data from the surveys allow the individual organization to determine where they can make an impact and where they need to bring in additional partner

Advocate

- The Greenlight Movement has a partnership relation with a single foundation that provides the financial funds until The Greenlight Movement can operate without external funds
- Local governments have shown interest in the data collected by Poverty Policy to inform policy making

Source: Interviews with involved social innovators and initiative website
**Short description**

Slum Dwellers International (SDI) is a network of community-based organizations of the urban poor in 32 countries. In each country, affiliate organizations come together at the community, city and national level to form federations of the urban poor.

**Country**

Global south

**Phase**

Up and running

**Collaborators**

SDI has 32 country affiliates in the network. There are also 4 sister networks.

**Other partners involved**

SDI works with the different levels of government in each of the affiliate’s countries. Funding comes from foundations, and multi-lateral organizations.

**Relevance for problem statement**

- Collectively facilitating community-driven development
- Collectively advocating community-driven development
- Has been / can be scaled to other geographies

**Impact**

1. The India affiliate has built 6837 housing units, upgraded 2815 homes and constructed 819 toilet blocks
2. SDI has detailed data profiles of 7712 slums across 224 cities
3. Out of the 32 country affiliates, 12 affiliates have achieved nationwide coverage

**SDGs**

“**To have serious impact all strategies must demonstrate to the women in communities that they work for them otherwise they just walk away**”

“**You have to be in this process as if it's a marathon and not as if it's a 100-meter dash**”

– about community-driven development

Source: Interviews with involved social innovators and initiative website
How SDI has scaled community-driven development across geographies through collaboration

Description
1. SDI is a network of community-based organizations in 32 countries across Africa, Asia and Latin America
2. In each country, affiliate organizations come together at the community, city and national level to form federations of the urban poor
3. These federations share specific methodologies on women participation, data and evidence collection and presentation and demonstrate solutions in pilots. This demonstrates what development assistance the federation can contribute and what municipalities and others can contribute
4. Within the slum neighborhoods, groups of women are driving progress and share their learnings with groups across geographies
5. SDI collects these learnings and has built a knowledge center with data and knowledge documents

Best practices
• SDI has built a data base with information about all the affiliated slum neighborhoods, when aggregated this is a much more powerful advocacy tool than data from just one neighborhood
• SDI has not only scaled geographically, but also deepened their commitment in affiliated countries by engaging youth and expanding the scope from poverty to climate change initiatives
• Rather than imposing a methodology on a national chapter, SDI offers their methodology and tools as ‘food-for-thought’ for the chapter to use when designing their own initiatives
• SDI facilitates consortiums of peers with similar problems (e.g., local government, businesses, social entrepreneurs) across regions

Relevance for other levers

Facilitate
• SDI makes beneficiaries a driver of change. It does pilots where the community designs the change program themselves. This way change sustains after the NGO leaves as the community knows they have the power to change

Advocate
• SDI stimulates the community to collect data on a household level about themselves, which can be aggregated to the region or country level and used for advocacy
• SDI aims to create the basis of negotiations where the community negotiates themselves, without the social innovators as an intermediary

Source: Interviews with involved social innovators and initiative website
Case Example: Teach For All

How the organization scales community-driven development through collaboration

- Teach For All is a network of independent locally-led partners in more than 60 countries that recruit and coach talent to teach in high-need communities around the world to ensure all children can fulfill their potential
- Teach For All network partners are training and developing more than 15,500 teachers, who collectively reach over 1 million students
- Provides collaborative early-stage support to aspiring partners who want to adapt the Teach For All approach
  - Regional staff members help to contextualize the network approach and develop a roll-out plan
  - Supporting divisions assist with expertise and insights around teacher recruitment, organizational development, and fundraising
- Enables sharing of insights and resources across the global network via an online learning portal
- Accelerates connectivity among peers and facilitates opportunities for collaboration and scaling via networking events
- Helps local partners to develop collective leadership through in person and online learning experiences

Short Description

Best practices

- Teach For All applies a set of shared core values and methodologies to guide partners working together across the globe
- Connects different local leaders where one has more experience than another to enable peer learning
- Network partners’ local ownership allows them to shape an overarching approach rooted in their own context (e.g., recruiting local leaders, partnering with schools and communities)
- Involves other public and private partners to form an outside-in perspective on a particular local case

“The COVID-19 pandemic reaffirmed that we should put local leaders at the center”

“We take a locally rooted, globally informed approach and work to connect local leaders and communities across borders to amplify learning and accelerate impact”

Source: Interviews with involved social innovators and initiative website
Case Example: Barefoot College International

**Short Description**

- Barefoot College International equips rural women and girls across the Global South with the skills and knowledge to be a catalyst for change dedicated to sustainable development, one village at a time
- Connects rural communities to solar, water, education, professions, and advocacy to help communities and individuals take control of their lives and the well-being of their communities

**How the organization scales community-driven development through collaboration**

- Connects with community-based partners in different locations to then jointly evaluate the set of actions to be implemented (currently working with partners in nearly 100 countries)
- Adapts the teaching materials and tools to the different local languages and contexts (e.g., using alternative communicative skills including sign language within a diverse language cohort to ensure all opinions are heard)

**Best practices**

- Barefoot College International has developed a compendium to build movement and collectively implement a program
- Practices and formal processes are codified by Barefoot College International which enables them to collaborate at speed and to scale
- Barefoot College International has worked with funders that understand the importance of long-term engagements and systemic approaches which has enabled them to scale to nearly 100 countries

“The idea of the collective can conflict with the idea of a founder as the single point of knowledge”

Source: Interviews with involved social innovators and initiative website
Case Example: The Share Trust

Organization

**Short Description**

The Share Trust helps amplify community driven solutions and strengthen community resilience globally by supporting collaborative models such as Self Help Groups (SHGs)\(^1\)

"Allow social entrepreneurs to continue to thrive, but see them as part of a network collaborating together as opposed to competing with each other"

**How the organization scales community-driven development through collaboration**

- Shifts power, process and funding to local actors through the Local Coalition Accelerator (LCA), an initiative between the Share Trust and Warande Advisory Centre that aims to support coalitions of local and national organizations (LNOs) who have community engagement strategies grounded in community groups, such as SHGs, to lead on the design and delivery of large-scale programming by providing an intensive 3-year package of financial and technical support

- Bridges diverse stakeholders including Global South leaders, bilaterals, private philanthropy, UN agencies and INGOs through a multi-stakeholder platform that engages in practical problem solving around changing donor processes to be more equipped to accompany and complement community driven initiatives

- Digitizes community feedback through the digital platform Relay, which was developed in collaboration with Refunite for LCA Uganda

"When you work together you change focus of control, so instead of thinking about the things that are done to you, you have the power to change things externally"

**Best practices**

- The LCA model is built on the principles of local ownership, delivering holistic services, and advocating for sustainable long-term financing for LNOs who represent the bedrock of community development

- Partners with local actors who keep their own brand and identity

- Leans into existing initiatives and networks before facilitating new structures

- Provides financial and technical support with a clear exit strategy, transitioning from an intermediary role to a contracted one should the coalition continue to need technical support after 3 years

- Amplifies holistic approaches that center intentionally layered group-based interventions to increase participant social capacities (e.g., social networks, aspirations and confidence), key elements in increasing resilience

1. Voluntary groups, typically comprised of 15-20 people who meet every week to save, start small business activities, and create change both for themselves and their communities

Source: Interviews with involved social innovators and initiative website
Case Example: WeRobotics

How the organization scales community-driven development through collaboration

- WeRobotics co-creates and facilitates an inclusive network of independent, locally-led and demand-driven knowledge hubs to build on existing expertise in drones, data, robotics and AI: the Flying Labs network
- Expands the space for locally-led practice by adopting and adapting their Inclusive Networks Model at scale to collectively expand the power of proximate leaders and local organizations. This model enabled WeRobotics to transfer 42% of its funding to local organizations in 2021, while the industry average for was less than 4%
- Seeks to accelerate locally-led progress towards SDGs through scaling the Flying Labs Network. Additionally, takes concrete steps to enable the Flying Labs Network to become independently enabled
- Strives to reduce their own Power Footprint\(^1\) while partnering with proximate leaders

Best practices

- Successful Flying Labs are demand-driven rather than actively recruited; the very few Flying Labs that we sought to recruit top-down never got off the ground
- WeRobotics encourages Flying Labs and their hosting organizations to co-brand relevant projects. This prevents the risk of overshadowing the local hosting organization while at the same time proximate leaders can benefit from the advantages of the global network

---

\(1\) The power footprint is the amount of authority, control and influence that an organization is able to exert as a result of that organization’s history and current activities – as defined by WeRobotics

Source: Interviews with involved social innovators and initiative website
The different resources in this section have been shared by the social innovators that we have interviewed.
## Principles for lever 1: Social innovators collaborating to facilitate community-driven development (1/5)

### Lever

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<th>Advocate</th>
<th>Scale</th>
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<tbody>
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<td>Collective advocacy by social innovators for community-driven development towards stakeholders</td>
<td>Scaling community-driven development across geographies through collaboration</td>
</tr>
</tbody>
</table>

### Tool

<table>
<thead>
<tr>
<th>Tool</th>
<th>Application</th>
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</thead>
<tbody>
<tr>
<td>Rural Senses data platform</td>
<td><strong>Identify the needs of the community in an unbiased manner</strong>&lt;br&gt;Applies a language processing algorithm to filter out the most important parts of the conversation</td>
</tr>
<tr>
<td>Data Walks Tool</td>
<td><strong>Get partners engaged in conversations</strong>&lt;br&gt;Provides an interactive way to share and interpret findings with different stakeholders</td>
</tr>
</tbody>
</table>

### Source

- Rural Senses
- Urban Institute *(full version)*
- Tamarack Institute *(summary)*
## Principles for lever 1: Social innovators collaborating to facilitate community-driven development (2/5)

### Lever

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### Tool  
Community asset mapping

### Application

**Facilitate Community Asset Mapping**

Helps to kick-off and determine communities’ needs by mapping its existing assets

**Source**

- [Falls Brook Center](guide)
- [The Government of Canada](handbook)
Principles for lever 1: Social innovators collaborating to facilitate community-driven development (3/5)

**Lever**

**Facilitate**
Social innovators collaborating to facilitate community-driven development

**Advocate**
Collective advocacy by social innovators for community-driven development towards stakeholders

**Scale**
Scaling community-driven development across geographies through collaboration

### Tool | Application
--- | ---
Collaboration spectrum tool | Define and improve collaboration  
Assesses status-quo and helps to determine areas of improvement for more efficient collaboration  
**Source**  
Tamarack Institute

DIY Toolkit | Structure workplan  
Features 30 practical social innovation tools on how to structure ideas that can deliver better results  
**Source**  
Nesta and Rockefeller Foundation

Designing virtual communities | Connect virtually  
Helps to build a connection across diverse teams in virtual environments  
**Source**  
Tamarack Institute
Principles for lever 1: Social innovators collaborating to facilitate community-driven development (4/5)

**Lever**

**Facilitate**
Social innovators collaborating to facilitate community-driven development

**Advocate**
Collective advocacy by social innovators for community-driven development towards stakeholders

**Scale**
Scaling community-driven development across geographies through collaboration

**Tool**

**Community-Led Approach to Community Change**
Overview of community-led approaches to community change

**Source**
Tamarack Institute

**Community Tool Box**

**Kick-start the collaboration**
16 toolkits to help to get a quick start on key activities in community work

**Source**
University of Kansas

**Phases of community-led development**

**Work in a way beneficiary for the community**
Analytic framework to empower communities

**Source**
MCLD
**Principles for lever 1: Social innovators collaborating to facilitate community-driven development (5/5)**

**Lever**

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**Tool** | **Application**

- **Digital platform**
  - **Digitize Community Feedback**
    - Digitally connects community representatives with networks of NGOs through Android, SMS or a call center
  - **Source**
    - Relay by REFUNITE

- **Cards on System Thinking**
  - **Fosters problem solving using flip cards**
  - **Source**
    - Thinking Tools Studio
## Principles for lever 2: Social innovators collaborating to facilitate community-driven development

**Lever**

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### Tool

<table>
<thead>
<tr>
<th>Manual developed by the Community-Government Collaboration on Policy</th>
<th>Policy monitoring process</th>
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<tbody>
<tr>
<td><strong>Source</strong></td>
<td><strong>Caledon Institute</strong></td>
</tr>
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### Application

| Tool to evaluates progress in policy change |
| **Source** | **Tamarack Institute** |
# Principles for lever 3: Social innovators collaborating to scale community-driven development

## Lever

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<th>Tool</th>
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## Tool

<table>
<thead>
<tr>
<th>Scaling and Evaluation tool</th>
<th>Contextualize social innovation</th>
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<tbody>
<tr>
<td>A framework with five dimensions on scaling</td>
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## Source

Tamarack Institute
Social Change Innovators

A knowledge base with useful research, video materials, presentations, exercises and many other resources across 13 topics on systems thinking and social change for social innovators

66,000+ Page views  900+ Resources available  18,000+ People accessed

Source: [http://socialchangeinnovators.com/](http://socialchangeinnovators.com/)
Chapter 3
How social innovators can inspire the different actors within the ecosystem to support community-led development
Social innovators play an integral role in connecting, engaging and collaborating with the actors within the interconnected ecosystem.

1. Social entrepreneurs and NGOs
2. Corporates, academics, INGOs, intergovernmental organizations, etc.

A focus on communities calls for social innovators to guide and inspire donors and other actors to support community-driven development (deep dive next). For their support towards systemic change (deep dive next).
Social innovators guide and inspire donors and bilaterals / multilaterals towards community-driven development

How can donors support community-led development?

- Engage in multi-year partnership as change in community-led development often happens over the long run
- Provide funding which allows for more flexibility for changes and circumstances to ensure needs and priorities of community are always leading
- Funding initiatives and projects

How can social innovators inspire and guide donors to do this?

- Involve the donor from the start of the initiative or project, in the form of a board member or through an advisory role. This will help a donor understand how community change happens and will make the need of the community more apparent to the donor. Additionally, provide the donor with intermediate milestones and a gate process to evaluate progress to ensure sustainable, lasting change.

- **Barefoot College International** has worked with multiple funders that have understood the importance of long-term engagement and systemic approaches. This includes a more than decade-long partnership with the Government of India as part of the Vibrant Communities initiative, the J.W. McConnell Family Foundation entered a long-term partnership with the **Tamarack Institute**. In that context, the foundation was part of the advisory group in order to help shape strategy and learn how community change happens.

- **Enabling social innovators**
  - Invest in social entrepreneurialism and innovation
  - Fund networks of social innovators

- **Writing a business plan** outlining what you require to grow as an organization and/or transform your methodologies and approaches.
  - A small, project-focused grant from Apple has grown into a partnership providing unrestricted funds to build the organizational capacity that **Barefoot College International** needed to transition its work to a fully systemic approach.
  - Join networks which catalyse collaboration across sectors and unleash collective potential for global systems change.

- **Investing in social entrepreneurialism**
  - Provide technical support and expertise
  - Create opportunities to support social innovators in capacity and skill building
  - Connect social innovators with relevant actors in your network

- Enter a peer-like relationship with the donor by not only using a donor's financial resources but also their expertise and network.

- **The Greenlight Movement** is funded by a single foundation that also supplies a board member and provides advice on financial topics. The latter is possible to the investor origin of the foundation.

- **Catalyst 2030** received funding from multiple donors to build a network of social innovators to develop an enabling environment.

- **A big tech company** provided **Simbiose Social** with engineering support to build their NGO marketplace.
A focus on communities calls for social innovators to engage with governments

**Government involvement and support** (e.g., information, facilitation, resources, regulations) is essential, especially for community-driven initiatives to become sustainable.

The **appropriate government levels and departments** (e.g., education, health) often are involved in order to achieve systemic change, where the levels are context- and country-specific.

<table>
<thead>
<tr>
<th>Examples (illustrative)</th>
<th>Initiative 1</th>
<th>Initiative 2</th>
<th>Initiative 3</th>
<th>Initiative 4</th>
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<tbody>
<tr>
<td><strong>Community</strong></td>
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Catalyst2030 as a supportive partner network

What is Catalyst2030?

Catalyst2030 is a global movement of social entrepreneurs and social innovators from all sectors who share the common goal of creating innovative, people-centric approaches to attain the Sustainable Development Goals by 2030. To date, Catalyst2030 has been driven by collaborative systems change approaches that mobilise and empower a diverse group of actors to collectively address root causes and imagine the future that achieves large-scale systemic change.

Catalyst2030’s is a member-driven entity, which evolves over time and is non-hierarchically structured, such that it promotes collaboration across sectors and geographies. It allows to build and maintain the movement of social change innovators, by enabling members to connect and support each other on driving social impact as well as personal and professional wellbeing.

Additionally, Catalyst2030 engages collaboratively with relevant stakeholders to support a culture shift towards equity and place value on important orientations such as systems, community and collaboration.

How is Catalyst2030 structured?

Catalyst2030 vision and mission is embodied in the non-hierarchical and strongly collaborative structure The members form the core of Catalyst2030 and are organized in a General Assembly that once a month meets on Zoom.

Collaboration Corners allow like-minded civil servants and SSEs to connect. While Task Forces and Working Groups take on different themes, utilizing collaborative system change methods to move towards achieving SDGs. Country Chapters are member groups that take on the responsibility for (a part of) the Catalyst2030 mission in a specific country or region.

Catalyst230 is supported by the Secretariat, housed at One Family Foundation, which creates connections and gives guidance as an honest broker and keeps central oversight of ongoing efforts.
Connecting with Catalyst2030

Catalyst2030’s distributed entity, allows members and stakeholders to easily connect, support each other and to collaboratively drive system social change.

**Collaboration corners**
Connect to like-minded civil servants and get input from SSEs

**Groups**
Provide thought leadership on specific topics

**Country chapters**
Drive efforts and share points of contact in a specific geography

**Secretariat**
- Creates connections and gives guidance as an honest broker
- Supports to progress with Handbook initiatives
- Keeps central oversight of ongoing efforts

For more information reach out to Catalyst2030: info@catalyst2030.net
We thank all interview partners who took the time to answer our questions, participated in the interviews and introduced us to additional players in the sector. We also thank all contributors who reviewed our drafts and helped us refine this report through their feedback. A special thank you goes to the team who were part of the working sessions supporting the creation of this guidebook.

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Bram Van Eijk
Susana Ramirez
Annex- Other examples of community-led development initiatives