

Stichting One Family Foundation  
Aerdenhout

Financial statements for financial year 2020

Stichting One Family Foundation  
Koekoeksweg 1  
2111 HD Aerdenhout

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# Board report

## About us

One Family Foundation is a family foundation which began its operations in the summer of 2018. Our open-door policy and collaborative working methods have quickly led to high network individuals and social entrepreneurs joining forces with us to create a network enhancing and growing impact across all regions of the globe. One Family Foundation focuses on incubating and scaling projects based on the principles of Collaborative Systems Change and Social Franchising.

## Vision

One Family Foundation aims to initiate positive change in the world through incubating various initiatives to focus on achieving the SDGs and ensuring peaceful global coexistence. Through this the foundation hopes to alleviate poverty especially for children and young people.

## Mission

We aim at achieving our mission by creating partnerships, both large and small in order to work towards a peaceful coexistence and initiate the change that is so greatly needed in the world. Thereby proactively working on:

- Achieving the SDGs by 2030
- Alleviating poverty
- Ensuring peaceful global coexistence
- Undertaking the projects which will ensure this based on the need of the moment

## Goals 2020- 2025

*The following are the key goals of the foundation till 2025*

- To ensure the SDGs are achieved by 2030 through mobilising social entrepreneurs and innovators and collaborating to create the greatest impact.
- To facilitate the creation of a global online platform for child protection
- To develop scale-up strategies for organisations wishing to expand their reach and impact

## Governance

One Family Foundation is governed by the supervisory board

Chair: Bertjan Janzen

Secretary: Jeroo Billimoria

Treasurer: Kris Kohlstrand

Youth Advisor: Laxmi Janzen

Youth Advisor: Guru Janzen

The supervisory board is responsible for approving the strategy & direction of the foundation and for approving finances and budgets. The executive director is charged with overseeing the strategy and finances and reports to the board. Supervisory board members do not receive remuneration for the work they carry out for the foundation and work on a purely voluntary basis.

## **Forward**

A huge thanks to everyone who contributed to the continuing strength and growth of One Family Foundation in this difficult year. The pandemic has laid bare and exacerbated the many inequalities across the globe and made our goals even more urgent. With our targets and markers brought forward we have continued to push on two fronts this year: The achievement of the SDGs through the Catalyst 2030 movement and the development of the Aselo platform for Child helplines globally in partnership with Tech Matters and Child Helpline International.

In this annual report 2020, the highlights of activities of Catalyst 2030 and of Aselo can be found as well as our financial statement 2020.

As circumstances and events changed and evolved around the world due to the Covid-19 pandemic, One Family Foundation evolved to take on new challenges with home working and virtual meetings taking perhaps a more permanent position in the organisation. We have taken advantage of this to be able to cast our net wider to recruit staff globally creating a more diverse and inclusive team. We have also been able to keep operational and overhead costs, such as travel and office costs, very low, creating more room in the budget for project-based work and campaigns. Our growth as an organisation has taken place during the Covid-19 pandemic, which has led us to extend extra caution to mitigate unforeseen financial risks. At this time, we are securing funding for the period 2021-2024 and are confident that our core donors will support the projects coordinated by One Family Foundation during this period.

We will therefore continue to advance our present projects and take on the new challenges of 2021. As the many crises caused by Covid-19 move so many of our targets and markers, we will do our best to react accordingly and to do everything we can to ensure equality and quality of life for the most vulnerable. The consequences of this may lead, just as last year to a shift in our goals.

## **Risks and Uncertainties**

As a small family foundation, One Family can expect to face a number of risks and uncertainties in this time of the Covid pandemic and its social and economic consequences. The world has been turned upside down and inequality and suffering has increased manyfold. We have identified a number of specific risks and uncertainties for the foundation and ways of mitigating them which we will outline below.

## **Funding**

As a small family foundation, One Family has been rather insulated to some of the boom and bust cycles that can be found in the nonprofit sector as budget and expenditures have been very small in the past years. Since One Family has grown substantially in the year whilst incubating the Catalyst 2030 project, the Foundation is taking steps to mitigate its risk of falling within the cycle. First, financial commitments are going to be kept to a minimum by working with a fiscal sponsor in the United States. This allows American organisations to donate to a registered nonprofit entity (and take advantage of the tax benefits that this offers in the United States) and allows One Family to continue being a key part of the Catalyst 2030 project, but with a much smaller exposure and risk profile moving forward. Furthermore, One Family has built a strong funding base in a very short time. The Foundation has created a donor pipeline, a strategy to forecast funding needs and possible funders to cover the project and operational costs.

The fundraising strategy is being led by a new staff member dedicated to donor relations to create a strong bond with our present donors and form bonds in new, unexplored funding territory. To further minimize ongoing risk, One Family will only undertake activities when the money to cover the costs has been raised.

## **Operations and staff**

The risk within the operations department of One Family is that as more funding comes in and the work around the Catalyst 2030 project becomes more complex, One Family's small Operational staff will not be able to keep with this. As the project moves into the second part of its incubation phase, the Foundation will be strengthening the operational side of the foundation by hiring a COO to respond to the growth and complexity of housing the secretariat of a global movement that has not yet reached its expected capacity. This person will be charged with seeing that all finances continue to be held at a high standard across the Movement and any and all needed processes and documentation are developed to ensure legal compliance and just keeping atop best practices emerging in the sector. The operations department will remain a small cost-conscious team but will strengthen its capacity with this addition.

## **Prioritisation of the SDGs globally**

With the global COVID pandemic putting immense pressure on governments and citizens alike around the world, there is a risk that the ongoing commitment to the SDGs will falter even further. According to the Social Progress Index, the pandemic has added 10 years to the timeline for achieving the goals, which were already dreadfully behind schedule. As the economic hangover continues to set in post pandemic, the very real question of whether the world will make the investments needed to see these achieved by 2030 is still left unanswered. A risk mitigation strategy on this point is of course rather difficult as this is a bit of an existential dilemma, and most inputs are out of the control of One Family. However, the Foundation (acting within the Catalyst 2030 project) is working to set up Catalyst 2030 informal chapters within countries around the world that can advocate with their national authorities to prioritise the SDGs and innovate implementation solutions within their particular countries. This allows for a transference of risk to other actors- other actors more suited to be the proponents for change at the national level.

## **Communication with Stakeholders**

At One Family we fulfil our obligations to report to all our donors and stakeholders. We do this on an individual basis to donors and on a larger scale to all our stakeholders via a monthly newsletter. Further we have a One Family Foundation website and the Catalyst 2030 website to inform and communicate our events, projects and activities.

## **Social Responsibility Policy**

One Family Foundation is a forerunner when it comes to diversity. The supervisory board is made up of 60% female members as is the Catalyst 2030 incubation board. We aim to be a truly global organisation with representation from the South as a priority. Our recruitment policy reflects this as we strive to employ a diverse team. Further, the set of values we adhere to are a starting point for all who join us at One Family. These values are embedded in our culture and help us keep on track of being honest brokers.

## **Financial Policy**

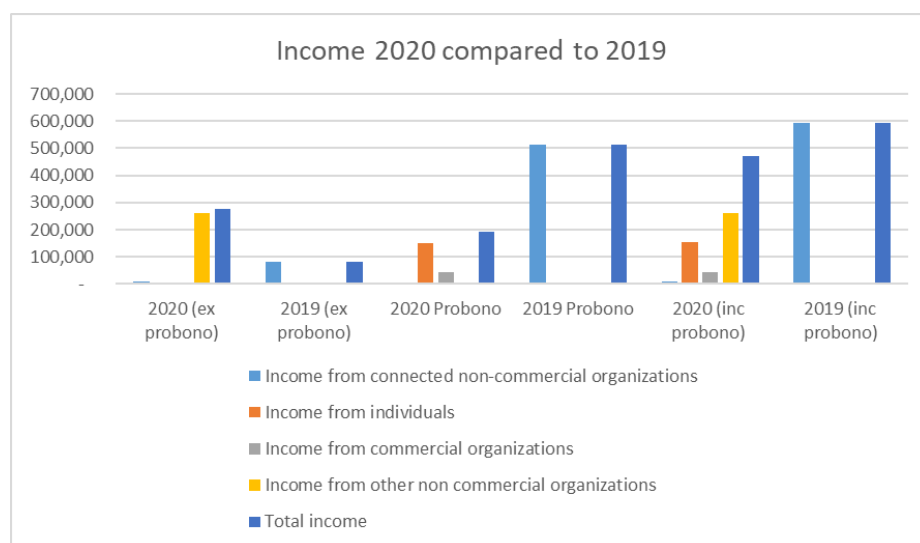
One Family Foundation has a policy of funding its operational costs from support from funds, individuals and businesses, be that in money donations or in services given pro bono.

In 2020, the foundation was able to receive funding of €470,705. This was spent on operational activities, including management, administration, website, communications and our project costs. Operational costs are kept as always to a minimum so as much funding as possible can go to the projects themselves. As we are in the incubation phase of our major project this year, Catalyst 2030, our spend was concentrated on building the Catalyst network and its secretariat which is housed at One Family Foundation.

## Financial results

The income of One Family Foundation in 2020 was EUR 470,705, compared with EUR 593,301 in 2019. The majority of the income relates to income from other non-commercial organizations (EUR 261,863). Also income from connected non-commercial organisations with EUR 10,954 (2019 EUR 80,001), income from individuals EUR 155,088 (2019 EUR nil) and income from commercial organizations of EUR 42,800 (2019 EUR nil) is included. Out of the total income in 2020, EUR 192,800 relates to pro bono contributions and EUR 277,905 relates to actual cash receipts. Exclusive pro bono contributions the income for 2020 is significantly higher in 2019 (income exclusive pro-bono contributions EUR 80,001).

The increase relates to the general increase of activities and thus expenses in 2020 compared to 2019. The reason for the increased activities is also significantly influenced by the increased funding that is contractually agreed with donors in 2020.



The income is aligned with the volume of expenses. The total amount of expenses for 2020 is EUR 470,497. This is divided with EUR 429,463 of expenses relating to strategic objectives and EUR 41,034 of operational and administrative expenses.

The relatively small difference between income and expense of EUR 208 is the result for 2020.

## Finally

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

Jeroo Billimoria  
30 June 2021

## Balance sheet

December 31, 2020

(before proposed appropriation of the balance of income and expenses)

### A s s e t s

	2020 (audited)	2019 (unaudited)
	EUR	EUR
<b>Current assets</b>		
Cash at banks and in hand (1)	567,646	12,868
<b>Total assets</b>	<u>567,646</u>	<u>12,868</u>

### R e s e r v e   a n d   l i a b i l i t i e s

#### Reserve (2)

Continuity reserve	10,018	225
Balance of income and expenses for the period	208	9,793
<b>Total reserves and funds</b>	<u>10,226</u>	<u>10,018</u>

#### Current liabilities

Income received in advance (3)	530,194	-
Other current liabilities (4)	27,226	2,850
<b>Total current liabilities</b>	<u>557,420</u>	<u>10,018</u>

#### Total reserve and liabilities

<u>567,646</u>	<u>12,868</u>
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## Statement of revenue and expenditure for the period ended December 31, 2020

	Actuals 2020 (audited)	Budget 2020 (unaudited)	Actuals 2019 (unaudited)
	EUR	EUR	EUR
<b>Source of income</b>			
Income from connected non-commercial organizations (5)	10,954	10,954	31,766
Income from lottery organizations	-	-	-
Income from individuals (6)	155,088	155,088	173,235
Income from commercial organizations (7)	42,800	42,800	388,300
Income from government	-	-	-
Income from other non-commercial organizations (8)	261,863	486,783	-
Total income sources	470,705	695,625	593,301
<b>Expenses</b>			
<b>Expenses made for Strategic Objectives</b>			
Objective 1: Incubating: Imagining change is the seed of making change happen our incubation projects are the ideas of shared change we facilitate to fruition. Once up and running the project will become an independent organization or handed over to one of our partners to take forward.	404,463	592,125	543,663
Objective 2: Scaling up: Take projects and organisations to scale and work with Established organisations to help grow their role Bringing the change to the world that is so greatly needed.	25,000	25,000	25,000
<b>Subtotal Objectives 1 &amp; 2</b>	429,463	617,125	568,663
<b>Expenses for fundraising</b>			
Expenses from own organizational fundraising	-	-	-
<b>Operational and administrative expenses</b>	41,034	78,500	14,845
Total expenses	470,497	695,625	583,508
<b>Balance of income and expenses</b>	208	-	9,793



It is proposed to appropriate the result 2020 as follows:

	EUR	EUR
Addition to continuity reserve:		
- Underspent income from the Chandler Foundation	208	
		208
		208

The positive amount of EUR 208 is concerned with the difference between income recognized in 2020 and expenses recognized in 2020 for which no agreement is in place where specific requirements for spending is agreed.

Index numbers	2020	2019
-Operational and administrative expenses in % of Total expenses	9%	3%
-Expenses made for strategic objectives in % of Total expenses	91%	97%
-Expenses for fundraising in % of income of fundraising	0%	0%
-Expenses made for strategic objectives in % of Total income	91%	96%

The operational and administrative cost reached 9% of the total expenditure in the financial year 2020. This includes direct and indirect costs as well as pro-bono contribution relating to work at Secretarial level in support of the strategic objectives and work supporting activities directly related to the strategic objectives.

## Commentary on actuals versus budget 2020

The balance of income and expense in 2020 ended up with EUR 208. Actual income of 2020 is EUR 470,705 compared to the budget of EUR 695,625. Actual expenses of 2020 are EUR 470,497 compared to the budget of EUR 695,625. Main driver for lower actuals compared to budget is the delay in expenses that will be made in 2021. This delay was a direct consequence of the late recruitment of three extra senior staff to the employee base. Comparing this with the budget 2020 validates this argument. At the time that the budget 2020 was prepared the chair expected that all income would have been spend to objectives and operations in the same year.

The delay in expenditures mainly comes from the objective incubation and for a smaller part from operations.

## Cash flow statement

	2020		2019	
	EUR	EUR	EUR	EUR
<b>Cash flow from operating activities</b>				
Net result	208		9,793	
		208		9,793
<i>Changes in working capital</i>				
Other receivables	-		45	
Current liabilities	554,570		(4,650)	
		554,570		(4,605)
Cash flow from operating activities		554,778		5,188
Net cash flow		554,778		5,188
Increase/(decrease) cash and cash equivalents		554,778		5,188
<b>Movements in cash and cash equivalents</b>				
Opening balance cash and cash equivalents		12,868		7,680
Increase/(decrease) cash and cash equivalents		554,778		5,188
<b>Closing balance cash and cash equivalents</b>		567,646		12,868

# Notes to financial statements

## General

### Activities

One Family Foundation is a small scale family foundation which began its operations in the summer of 2018. Our open door policy and collaborative working methods have quickly led to high network individuals and social entrepreneurs joining forces with us to create a network enhancing and growing impact across all regions of the globe.

One Family Foundation focuses on incubating and scaling projects based on the principles of Collaborative Systems Change and Social Franchising. The founder of One Family Foundation has been working with Collaborative Systems Change and Social Franchising for more than 25 years and has founded several organisations that have devoted themselves to these two concepts.

One Family Foundation has its statutory seat in Aerdenhout. The foundation was founded on 1 July 2018 and is registered with the number 66742838 at the Chamber of Commerce.

The strategic objectives are structured along the two pillars of the organization:

- 1 Incubating: Imagining change is the seed of making change happen. Our incubation projects are the ideas of shared change we facilitate to fruition. Once up and running, the project will either become an independent organisation or be handed over to one of our partners to take forward.
- 2 Scaling up: We have the expertise and a proven track record in taking projects and organisations to scale and are currently working with a number of established organisations to help grow their role in bringing the change to the world that is so greatly needed.

The reporting period of the foundation is the period from 1 January 2020 to 31 December 2020.

The comparative information is the period from 1 January 2019 to 31 December 2019.

### Accounting principles

The financial statements are prepared under the historical cost convention in accordance with accounting principles generally accepted in the Netherlands pursuing RJ 650 (Fund Raising Organizations).

### Going concern assumption

The financial statements have been prepared based on the going concern assumption.

The outbreak of the disease caused by the Novel Coronavirus (COVID 19) does not impact the going concern assumption. As circumstances and events changed and evolved around the world due to the Covid-19 pandemic, One Family Foundation evolved to take on new challenges with home working and virtual meetings taking perhaps a more permanent position in the organisation. We have taken advantage of this to be able to cast our net wider to recruit staff globally creating a more diverse and inclusive team. We have also been able to keep operational and overhead costs, such as travel and office costs, very low, creating more room in the budget for project-based work and campaigns. Our growth as an organisation has taken place during the Covid-19 pandemic, which has led us to extend extra caution to mitigate unforeseen financial risks. At this time, we are securing funding for the period 2021-2024 and are confident that our core donors will support the projects coordinated by One Family Foundation during this period.

### Index numbers

The index number operational and administrative expenses provides the percentage from total expenses used for operative and administrative tasks.

The index number expenses made for strategic objectives provides the percentages from total expenses used for expenses made for strategic objectives.

The index number expenses from fundraising provides the percentages from total income from fundraising or expenses made for fundraising.

The index number expenses made for strategic objectives provides the percentages from total income used for expenses made for strategic objectives.

## **Summary of significant accounting policies**

### ***Foreign currencies***

Assets and liabilities denominated in foreign currencies are translated into EUR at year-end exchange rates; exchange gains and losses are charged to the Statement of revenue and expenditures. Transactions in foreign currencies during the financial year are translated into euro's at the rate of exchange ruling on transaction date.

### ***Cash at bank and in hand***

Cash at bank and in hand includes cash in hand, bank balances, notes and checks. It also includes deposits if these are effectively at the Foundation's free disposal, even if interest income may be lost.

Cash at bank and in hand not expected to be at the Foundation's free disposal for over twelve months is classified as financial fixed assets. Cash at bank and in hand are carried at face value.

### ***Receivables***

Current receivables are initially recognized at fair value plus transaction costs and subsequently stated at amortized cost based on the effective interest method net of a provision for doubtful debts when necessary.

### ***Current liabilities***

#### ***Income received in advance***

Project liabilities are presented in the year during which the liability becomes definite. Estimates of costs required to complete running projects up to their end date are compared with the committed project funds on an annual basis. As soon as an inevitable funding gap (excluding overhead costs) is identified, it is accrued in the year it is identified.

#### ***Other current liabilities***

On initial recognition, current liabilities are carried at fair value less directly attributable transaction costs. After initial recognition, current liabilities are carried at amortized cost. This is usually the face value for current liabilities.

## ***Principles of determination balance of income and expenses***

### ***General***

The result is determined as the difference between income generated by contributions, membership fees and others, and the costs and other charges for the year. Income is recognised in the year in which it is realised.

Income relating to services in kind and expenses of pro bono services received are valued at their respective fair value amounts.

### ***Income***

Grant income is recognized in the year in which the entitlement becomes definite. Changes to the value of grants are added to or deducted from the grant income during the year in which the grant awarded changes.

As the foundation follows the Dutch Accounting Standard 650, income from private funds is recognized in the year for which it was pledged. All other income is based on the new commitments signed during a particular year and on actual costs incurred for operations and direct program costs.

## ***Expenses***

All costs, with the exception of extraordinary items, are allocated to the various cost categories, based on business criteria and with due observance of the relevant guidelines.

Wages, salaries, and social security charges are presented in the statement of income and expense in accordance with the terms of employment, insofar as they are payable to employees.

## ***Allocation of expenses***

The expenses recognized in the reporting year are allocated to the objectives or to operational and administrative costs. The allocation has been prepared in the schedule allocation of expenses to objectives.

## ***Realized currency translation differences***

Currency translation differences stemming from the settlement or translation of monetary items are presented in the statement of income and expense during the period in which they arise.

## ***Cash flow statement***

The cash flow statement has been prepared applying the indirect method.

# Notes to the balance sheet

December 31, 2020

	2020	2019
	EUR	EUR
<b>Cash at banks and in hand (1)</b>		
Current account ABN AMRO Bank	567,646	12,868
	<u>567,646</u>	<u>12,868</u>

## Reserve (2)

	Continuity reserve	Balance of income/expenses	Total
Balance on 1 January 2020	225	9,793	10,018
Appropriation of balance 2019	9,793	(9,793)	-
Balance of income and expenses	-	208	208
Balance on 31 December 2020	<u>10,018</u>	<u>208</u>	<u>10,226</u>

In accordance with the provisions of the articles of association, the Board decides on the appropriation of the balance of income and expenses. The appropriation of balance income and expenses for the financial year 2020 is proposed on page 9 of the financial statements.

### Continuity reserve

The Foundation wants to ensure sustainability of the organization so that its international network is not affected. Therefore, the Foundation wants to create a continuity reserve to cover operational and program costs for a period of 6 months. This time frame is based on a prudent assessment of the time required to source additional funding. According to 'The Wijffels code' this reserve should not exceed 1,5 times the operational costs. A higher reserve will need clarification. On December 31, 2020, the reserve was below this limit. The continuity reserve is built up by income primarily from private donors that are not specified for a particular activity.

	2020	2019
	EUR	EUR
<b>Income received in advance (3)</b>		
Income received in advance from other non-commercial organizations	530,194	-
	<u>530,194</u>	<u>-</u>

In 2020 funding increased and the balance of EUR 530,194 relates to funding not spend yet and therefore recognized as income received in advance. Spending on activities for this funding will be realized in 2021. In 2019 all received funding was also spend and recognized as income.

	Total	term >1 year
	EUR	EUR
The Skoll Foundation	213,879	-
GHR Foundation	157,136	-
Mastercard Foundation	121,285	-
Chandler Foundation	37,893	-
	<u>530,194</u>	<u>-</u>

	2020	2019
	EUR	EUR
<b>Other current liabilities (4)</b>		
Other payables	23,908	1,440
Accrued holidays	3,318	-
Accounts payable	-	1,410
	<u>27,226</u>	<u>2,850</u>

The other current liabilities increased in 2020 compared to 2019 which should be seen in relation to the increase of activities.

# Notes to the statement of revenue and expenditure

December 31, 2020

	2020	2019
	EUR	EUR

## Income from connected non-commercial organizations (5)

Child Helpline International	10,954	31,766
	<u>10,954</u>	<u>31,766</u>

	2020	2019
	EUR	EUR

## Income from individuals (6)

Income from individuals	5,088	48,235
Probono services	150,000	125,000
	<u>155,088</u>	<u>173,235</u>

The probono services relate to services from individuals that are not charged and therefore recognized as income.

	2020	2019
	EUR	EUR

## Income from commercial organizations (7)

Probono services	42,800	388,300
	<u>42,800</u>	<u>388,300</u>

The probono services relate to services from commercial organizations that are not charged and therefore recognized as income.

	2020	2019
	EUR	EUR

## Income from other non-commercial organizations (8)

The Skoll Foundation	138,937	-
Mastercard Foundation	88,776	-
GHR Foundation	9,538	-
Chandler Foundation	4,213	-
The King Baudouin Foundation	20,399	-
	<u>261,863</u>	<u>-</u>



## Allocation of expenses to objectives

	Strategic objective	Strategic objective	Fundraising	Operations	Total 2020	Total 2019
	1	2				
	EUR	EUR	EUR	EUR	EUR	EUR
Objective: Incubating	158,302	-	-	-	158,302	45,290
Objective: Scaling up	-	-	-	-	-	-
Wages	67,222	-	-	1,859	69,081	22,632
Social securities and taxes	13,939	-	-	990	14,929	2,286
Other costs	-	-	-	35,385	35,385	-
<b>Subtotal</b>	<b>239,463</b>	<b>-</b>	<b>-</b>	<b>38,234</b>	<b>277,697</b>	<b>70,208</b>
Probono services	165,000	25,000	-	2,800	192,800	513,300
<b>Total expenses</b>	<b>404,463</b>	<b>25,000</b>	<b>-</b>	<b>41,034</b>	<b>470,497</b>	<b>583,508</b>

Allocations of costs to objectives have been made based on actual costs and salary costs spent on meeting the said objective.

Pro bono goods and services for 2020 are valued at EUR 192,800 and have been added to the expenses totals for 2020.

The operational and administrative cost reached 9% of the total expenditure in the financial year 2020. This includes direct and indirect costs as well as pro-bono contribution relating to work at Secretarial level in support of the strategic objectives and work supporting activities directly related to the strategic objectives.

## Employee information

In 2020 the Foundation employed on average 3 (FTE:2,1) employees (2019: on average 0,5 FTE).

	2020	2019
	EUR	EUR
Gross salary	69,081	22,632
Social contributions	14,929	2,286
	<u>84,010</u>	<u>24,918</u>

## Remuneration Board of Directors

The secretary of the Board of Directors provided services that are valued as probono contribution of EUR 150,000 for the year 2020 divided over the objective incubating (83%) and scaling up (17%).

## **Contingencies and commitments**

There are no contingencies and commitments as of 31 December 2020.

## **Events after balance sheet date**

The Chair is not aware of other significant events that have occurred since the balance sheet date that were not included in the financial statements.

## **Disclosure audit exemption comparative figures**

Based on article 2:396 lid 7 BW, the Foundation is exempt from the obligation of an audit of the financial statements by an auditor. Because of this no auditor was appointed to perform an audit on the 2019 financial statements. Therefore, there is no audit opinion available on the 2019 financial statements.

## **Signatories to the financial statements**

Aerdenhout, 30 June 2021

Chairman of the Board of Directors:

E.J. Janzen

## Other information

### Proposed result appropriation

In accordance with the articles of association, the annual proceeds from the reserve as well as the gains whatsoever named and received in any year, not destined to be regarded as reserve, can be used for the realisation of the objectives of the foundation.

It is proposed to appropriate the balance of income and expenses of 2020 as follows:

— Addition: EUR 208 to Continuity Reserve

For a detailed explanation of the result appropriation, reference is made to page 5 of the financial statements.

Awaiting a decision from the Chair, the balance sheet is prepared before appropriation of the balance of income and expenses.

## Independent auditor's report

# Annex

## Realising our Goals

### Activities January – December 2020

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*People thought we would never get together, as a collective of social entrepreneurs... We have all worked together at astounding pace, to connect and collaborate with each other and to lay strong foundations. All of us, driven by our mission of catalysing collaboration across sectors to unleash collective potential for global systems change. We are now more than 500 member organisations joined together from 180 countries, addressing 100% of the Sustainable Development Goal Targets. We have most certainly formed a collective!*

*Catalyst 2030 has rapidly become a unique and special movement, giving voice to social entrepreneurs across the globe. The secretariat is here to provide the space and support for our members to lead and utilise their expertise in shaping the future.*

*They are the strength of the movement and when asked recently for their view of Catalyst 2030, we had members describe it as 'oxygen', '...bringing the desired change to the world' and shifting '...egoistic priorities to collective aims'.*

*We have seen unprecedented mobilisation of effort in 2020. From the significant growth of our membership to groups convened, talking about issues from Education to Food Security, and Gender. We have established eight local and regional chapters worldwide, strengthening the movement within country and regional contexts. And, we have collaborated and launched three game-changing reports focused on governments, better financing, and building back better after Covid-19. Each of them, laid in front of those who make decisions, to advocate and strengthen systems change approaches to achieving the SDG's.*

*All of us have faced unexpected challenges, from the emergence of the pandemic. Each united in the fact, that we now have a moment to change our world and build back better and stronger from the issues laid bare by Covid-19. We are gaining traction, and gathering momentum, and we will continue to catalyse change in 2021 and beyond!*

*None of this would have been possible without the enduring support and commitment of our partners - Ashoka, Echoing Green, Schwab Foundation for Social Entrepreneurship and Skoll Foundation, and other global networks of social innovators.*

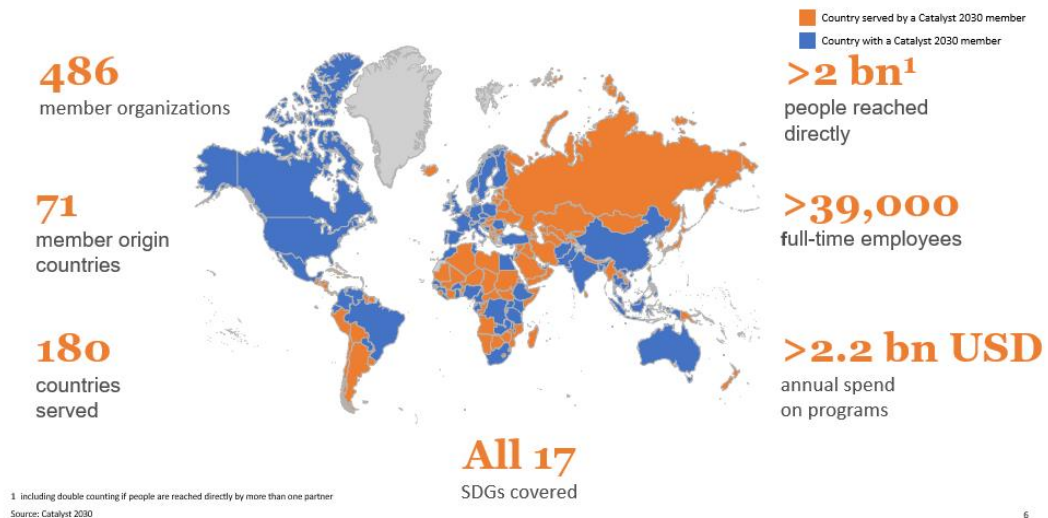
*Every organisation and every person, in our growing ecosystem of changemakers, can celebrate in what we have achieved so far. Every one of you are contributing to our collective vision to achieve the Sustainable Development Goals by 2030, through "Catalysm" - an unprecedented mobilisation of social entrepreneurs, partners, and resources.*

*The future is brighter!*

Jeroo Billimoria and Catalyst 2030's Incubation Board

## The year in numbers for the collective Catalyst 2030 Membership

Catalyst 2030 operates globally to achieve the SDGs by 2030



### Introduction

Introducing the story of Catalyst 2030's first year. A great deal has been achieved, through the coordinated efforts of many people and organisations, supported by the secretariat housed at One Family Foundation. The achievements are shared with you, highlighting successes against our strategy.

Catalyst 2030 is growing rapidly. What began with a conversation in July 2019 between a few like-minded social entrepreneurs, led to the official launch of the organisation at the World Economic Forum meeting in Davos in January 2020. A month later, more than 80 co-founders held the inaugural strategy meeting of Catalyst 2030 and began to craft a collective structure and goals for the years ahead.

### Strategy

In February 2020, 80 Social change innovators gathered at the Althorp Estate in the UK. They shared ideas of what the world could look like, by treating the problems that have given rise to the SDGs, rather than the symptoms. A structure and strategy emerged.

## Our Approach



We built our vision: ***A world where we achieve the SDGs by 2030 through an unprecedented mobilisation of social entrepreneurs, partners, and resources.***



### People and nature at the centre

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



### Co-creative Mindset

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



### Collaborative leadership

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



### Humble Audacity

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



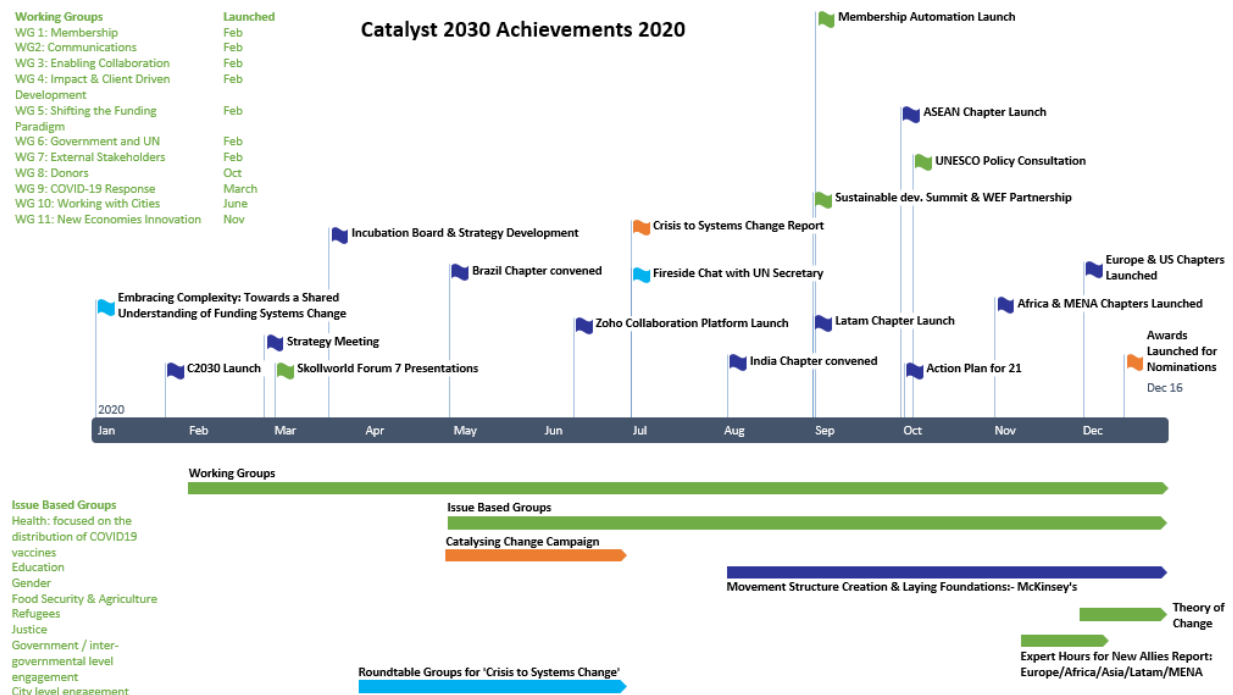
### Spirit of Generosity

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

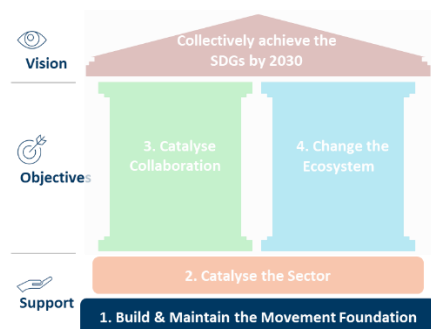
We built our values:

And we defined our mission: ***Catalysing collaboration across sectors to unleash our collective potential for global systems change.***

## Key moments in 2020



## Build and maintain the movement



### 1 Build & Maintain the Movement Foundation

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

Building foundations, with a democratised governance structures established by members.

- **General Assembly - 10 meetings, 1479 volunteer hours** - Sets our direction and celebrates successes - the cornerstone of Catalyst 2030
- **Incubation Board - 20 meetings, 706 volunteer hours** - Develops the strategic plan
- **Working Groups - 149 members, 38,480 volunteer hours. Leveraged value \$2,848,000**
- **Country Chapters - 8 chapters established, 514 volunteer hours** - responsible for Catalyst 2030's mission in a country/region



## Working Groups

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

## Spotlight on WG 5: Shifting the Funding Paradigm

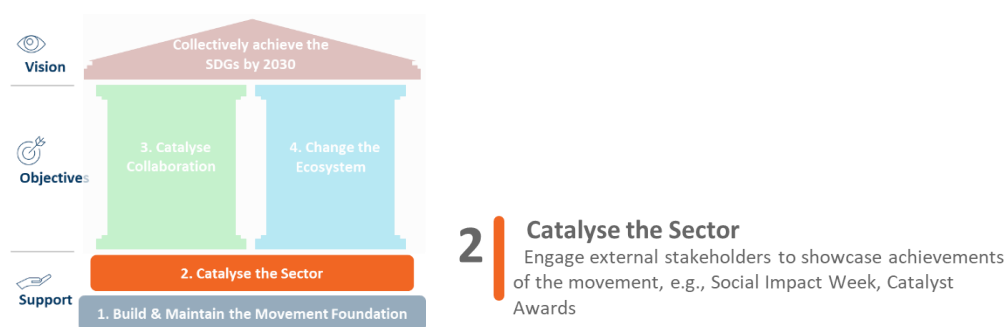
The unprecedented and urgent need for systems changes funding, is evident by the lack of progress of the SDGs, which require systems change to realise. WG 5 responds to this need with a vision that 'By 2030, leveraging network effects, we have increased collective agency and catalysed a new funding ecosystem for social innovation globally, that enables lasting equity and environmental regeneration.' The group's mission is 'to inspire, innovate and co-create previously unimagined possibilities to resource the achievement of the SDGs, and to catalyse development of a powerful systemic change financing infrastructure that supports social entrepreneurs to realise their full potential.'

- Designed a model – 'Three Horizons' to provide a shared understanding of the context, shows us how we're going to get from 'here' to 'there' and changing the funding paradigm
- Built a 'funder diagnostic tool' to discover which organisations are aligned with, funding systems change best practices, and to undertake a journey to align them even further

## Other highlights

- Website developed and launched to connect actors from across a diverse global community. In **Q4 2020 the website saw 5,000 new visitors**
- On the [website](#), we have developed a series of infographics to tell our story and inspire people
- Co-created and automated membership processes providing an exceptional experience for new members. Supporting the movement to reach ambitious recruitment goals for 2021

## Catalyse the sector



## Spotlight on The COVID Response Alliance

Set up by the World Economic Forum (WEF), the COVID Response Alliance for Social Entrepreneurs was launched in April 2020. A collaboration of 60 leading social-change organisations. Their goal: *To support social entrepreneurs who protect the most vulnerable in this crisis and shape the transition to a new normal in its aftermath.* Along with the Schwab and GHR Foundations, Yunus Social Business, Duke University, Catalyst 2030 brought understanding of the needs of SE's during the crisis and collectively outline an action agenda. This led to a report in September 2020 - [COVID-19 Action Agenda Leaders on the Front Line: Why Social Entrepreneurs Are Needed Now More than Ever.](#)



### Spotlight on Catalyst 2030's Catalysing Change Campaign

The ongoing multi-faceted campaign launched in May. Striving for a co-created, inclusive, equitable and sustainable “new normal”, achieving the SDGs. **Leveraging the expertise from global social innovators, who propose scalable solutions and policy recommendations to achieving social change at a systemic level.** A call on leaders to seize the moment.

### Catalysing Change Week

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

### Fireside Chats

Informal chats with policy makers, leaders, and topic experts. Exploring themes emerging from *Catalysing Change Week* and transforming them into actions and policy. These events challenge the dominant culture as we work to catalyse the sector. See them all [here](#).

VIRTUAL SESSIONS | Fireside Chat

Fireside chat with the UN Deputy Secretary-General

Ms Amina Mohammed

Date: 8 July 2020
Time: 4.00 pm CEST/ 10.00 am EST

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

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

VIRTUAL SESSIONS | Fireside Chat

Fireside chat with Professor Klaus Schwab & Hilde Schwab

Date: Tuesday 8 September 2020
Time: 4.00 pm CEST

Join the conversation with Professor Klaus Schwab, Founder and Executive Chairman of the World Economic Forum, and Hilde Schwab, Co-Founder and Chairperson of the Schwab Foundation for Social Entrepreneurship. For over two decades, the Schwab Foundation has promoted the work of social entrepreneurs at the Annual Meetings of the World Economic Forum, its regional events and its initiatives and platforms, in addition to the engagement of civil society and philanthropic leaders through its commitment to a multi-stakeholder approach to private public cooperation. This extraordinary fireside chat, being held in cooperation with Catalyst 2030, will focus on how COVID-19 can be the Great Reset toward global sustainability and how world leaders should embrace social entrepreneurs as partners in this crisis.

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

VIRTUAL SESSIONS | Fireside Chat



Fireside chat with Sir Ronald Cohen

Date: Monday 14 September 2020 Time: 4.00 pm CEST

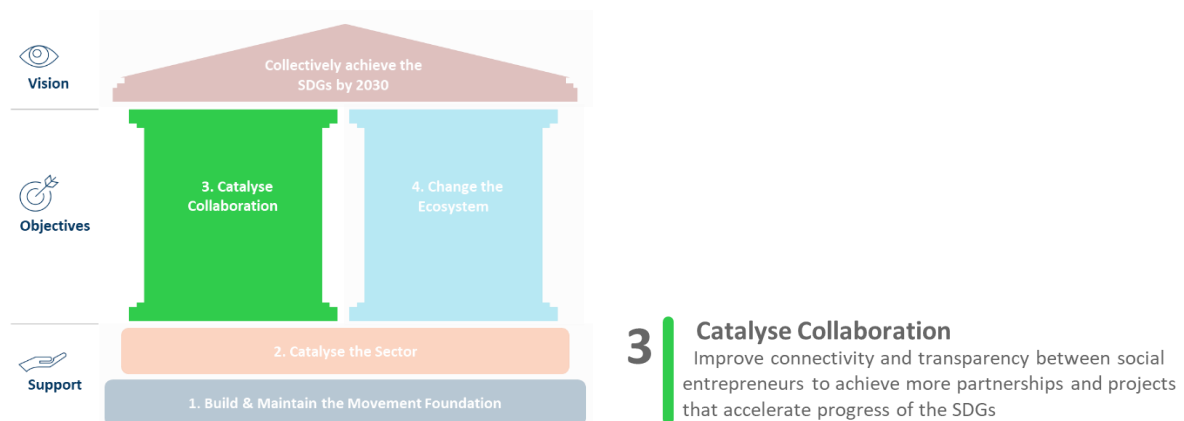
Join the conversation with pioneering philanthropist, venture capitalist, private equity investor and social innovator, Sir Ronald Cohen. Passionate about driving forward the Global Impact Revolution, Sir Ronald will discuss the Catalyst 2030 report *Getting from crisis to systems change: Advice for leaders in the time of COVID* and his book *Impact: Reshaping capitalism to drive real change*. Moderated by renowned journalist and author, Matthew Bishop, you won't want to miss it!

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

### Expert Hour - Transforming Europe through social innovation and collaboration

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

### Catalyse collaboration



### Spotlight on WG3: Enabling Collaborations

Formed in May 2020, convening of 35 members, the group removes the constraints around collaboration between social entrepreneurs, enabling expedited growth towards achieving the SDGs. They are, proactively facilitating cross-sector, and bi and multilateral collaborations. Also facilitating learning communities linked to experts and linked to SDG acceleration.

### External Spotlight on Creative Dignity

Catalyst 2030 helped convene Creative Dignity with others to grow. They have replicated our structures and drawn on lessons learned from being part of the movement.

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



*Example project from Creative Dignity*

### **Issue Based Groups**

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

### **Spotlight on Catalyst2030's IBG - Education Group**

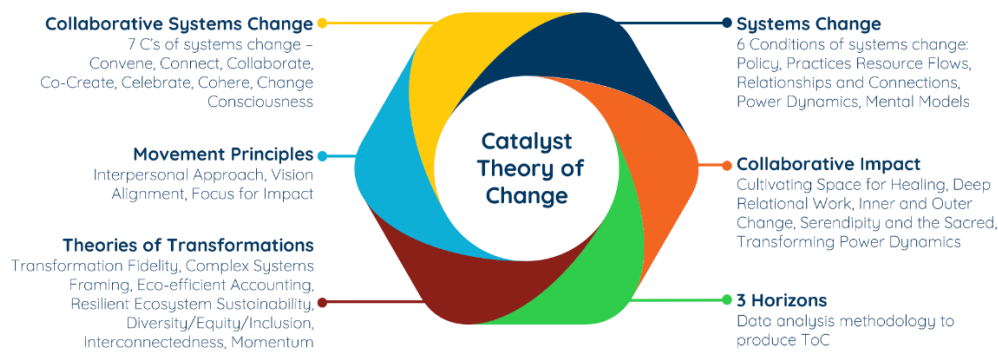
Leveraging learnings and collaboration on global education. The group's first project was in collaboration with UNESCO, in October of 2020, partnering on a discussion around the topic, 'Shaping the Futures of Education'. A global initiative reimagining how knowledge and learning can shape the future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

### **Spotlight on WG6: Government and the UN**

The group aims to influence governments and multilateral institutions toward improving the social innovation ecosystem and scaling social entrepreneurs' proven models and policies. **18 Social entrepreneurs and social innovators have proposed new initiatives from across the globe**, from education, sport, and circular economy projects.

### **Theory of Change (ToC)**

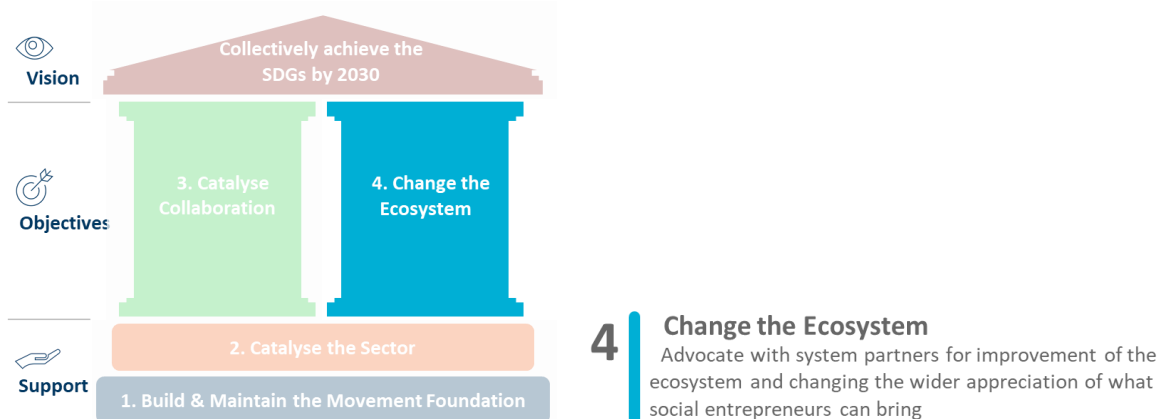
A working group led by members, formed to develop ToC. To help Catalyst 2030 keep in line with its 'north star' and on track to deliver our mission. The group has facilitated data collection and feedback sessions with the entire Catalyst community and drawn up on extensive research.



## The Ease of Doing Social Business index

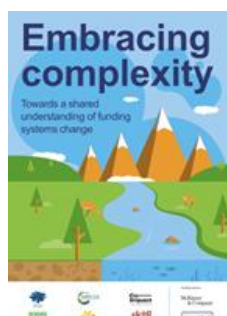
As the movement expands, impact will be supported by research and measurement, and necessary recalibration to achieve the SDGs by 2030. A WG has formed to develop an index, launched by France, carried out by GROUPE SOS and C2030. It will become an annual report, to be presented at the World Bank annual meeting in October 2021 and expected launch by the World Bank in 2022.

## Change the ecosystem



We have developed new ideas to change the eco-system and transform approaches to systems change.

**We launched three game-changing reports.** In partnership with Ashoka, Co-Impact, Echoing Green, Schwab, and Skoll Foundations. We collaborated with our membership for their expertise to ensure the reports are truly representative. Click on the icons below to go straight to the full report.



Explores how can systems change, across the world be financed more effectively. How can change be better supported for the benefit of society.



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





How systems SEs are powerful guides and allies for governments. Addressing the social inequalities that have been amplified by the pandemic

Downloaded thousands of times from websites across the globe. *Embracing Complexity*, welcomed at an online 'fireside chat', by **UN Deputy Secretary-General Amina J Mohammed**. **She said she will take seriously our proposals and make it a priority to collaborate more effectively with social entrepreneurs.**

### Zoho online Collaboration Platform

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

### Spotlight on Higher Education Professionals

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

### Salesforce Database

Donated as a gift-in-kind from Salesforce Foundation with a value circa \$15k. A CRM system to manage and ensure an excellent member experience. Enables Catalyst 2030 to warehouse information, store member information and make data driven decisions.

### Overall Operational & Capacity Building

**In parallel with our strategy, we built internal capacity to grow the movement. Working with early generous supporters - Skoll, Mastercard, GHR and Shockwave foundations, to grow the financial strength and give strategic guidance required for all the activities in this report. The first-year achievements, were accomplished by generous donations, supporting 3.9 full time equivalent staff members in the secretariat, to coordinate and leverage outstanding support from across the network.**

### What have we learned?

Working in collaboration and being led by our members, has helped us to understand what is required of the movement. Throw in a global pandemic, and great learning has occurred to help us shape, adapt and re-direct our activities to continue our mission. We share a few things we have learned in 2020 and what we have done differently as a result.

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

- A direct result of changes to global working patterns because of social restrictions due to Covid-19. This has seen C2030, develop a virtual way of working. Our structure, will now remain virtual which has led to;

- The recruitment net being cast wider across the globe - the secretariate is now based across 10 different countries
- Significant reduction on all overhead costs for offices. All meetings have been virtual across the whole ecosystem which has also saved travel costs
- *Catalysing Change Campaign* was conceived and launched in a year, to virtually discuss how SEs should tackle Covid-19. It gave a platform through 85 online sessions for members to share insight and experience of their Covid-19 response. This led to 13 issue-based groups forming to discuss issues as specific themes – outputs lead to the creation of the report ***Getting from Crisis to Systems Change: Advice for leaders in the time of Covid***

### What has surprised us along the way?

- Spirit of generosity among the membership
- Willingness to collaborate and to put 'we' before 'I'
- The 'go for it' attitude of the social entrepreneurs
- The slow pace of influencing with some of the larger more established multilateral institutions

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

- Geographical and local representation of C2030 was important to the membership. This has resulted in the development of eight C2030 Chapters although;
- There is still a gap, given that we work in all countries but do not have local representation - this is now a key target for 2021 - to be truly global!
- We learned that the sense of ownership among the network has been amazing! For example, we had the first General Assembly and expected them to be once every six months. The membership requested them to be monthly because they were eager to understand and support developments. And;
- We have a high turn out at the GA and many responses from people who cannot attend

### What do people think?

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

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

"This energy is being replicated in regions and major countries – you could not ask for more. There is a spirit of volunteerism and spirit of contributing to something which is very, very big." It is that spirit of co-creation that **C2030 member Neelam Chhiber, co-founder and managing trustee of the IndusTree Foundation**, cites as the greatest achievement of the organisation's first year. "It is a true practitioner led, collaborative movement, focusing on as much diversity as was possible. The result is great governance and the productive tapping of the collective intelligence of all the members," she says.



## Helping the World's Children

Child helplines are on the front lines of responding to children in crisis. With well-publicized short-code telephone numbers (similar to 911 in the United States), child helplines in more than 140 countries are taking urgent phone calls about children suffering from neglect, violence, abuse, mental health challenges and more.

**The challenge:** Globally, child helplines receive more than 30 million calls annually, and those helplines are struggling to fully meet the needs of children in crisis. Millions of phone calls go unanswered. And most helplines face challenges from outdated technology and limited channels of communication – relying almost solely on voice calls. However, **more people – especially children – increasingly use social media and text messaging as their primary means of communication.** Today's young people often feel more comfortable discussing serious or delicate issues on text or chat functions, instead of a voice call. The pandemic has created another issue – the lack of space to make a private call. What's needed is a modern cloud-based contact center that makes it possible to both connect with children on the platforms they use, as well as improve the productivity of human counselors.



CLOUD BASED



MULTI PLATFORM



INCREASED REACH



## Co-creating the next generation of helpline contact centers

To address these needs, One Family Foundation collaborated with Child Helpline International and Tech to develop Aselo™, an open source, cloud-based contact center platform. Aselo is being created in partnership with Child Helpline International (CHI) and its more than 160 members in nearly 140 countries. With CHI's help, we chose 10 national child helplines representing the diverse global membership. These 10 helplines have been testing each new prototype release since late 2019, with the goal of deploying a child-ready platform in early 2021. CHI's membership saw a real benefit in joining together to build an innovative common platform, rather than having each helpline pay for individual tech solutions.

### Aselo's design

- Provides a completely integrated modern contact center system for children to reach counselors through phone, SMS, webchat, Facebook Messenger, and WhatsApp;
- Is cloud-based, making remote work by counselors possible;
- Implements the new CHI unified data framework, allowing easy data aggregation across countries, providing powerful tools for advocacy for children and laying the groundwork for greater use of evidence-based practices;
- Is customizable to address the needs and languages of individual helplines;
- Includes chatbots to be more responsive to children and save time for counselors;
- Provides extensive contact center reports and dashboards for managing operations and analyzing trends.

### How Aselo works

- Uses a single-screen, browser-based interface, integrating multiple communications channels simultaneously and enabling counselors to help more children/youth at once.
- Supports privacy and security of data about children as a central requirement. All data collected belongs to the individual helpline (not Tech Matters).
- Runs on the Twilio Flex programmable contact center platform, which integrates well with existing telecom operators and social media companies.
- Enlists a community-based and modular design process, addressing the top priorities of child helpline users.
- Uses a cloud infrastructure which Tech Matters will operate for most child helplines adopting Aselo.
- Is open source allowing helplines to freely improve, adapt, and operate the platform using their own or hired technologists if they prefer.
- Is overseen by an advisory board with representatives including Jeroo Billimoria, founder of CHI, Patrick Krens, CEO of CHI, and leaders from child helplines using Aselo.

One Family Foundation is proud to have collaborated with Tech Matters and Child Helpline international on this much need technological advancement. Both these amazing organisations have made Aselo possible.

Once Aselo is fully operational, we envision that the global helpline movement will be able to serve 100 million children annually – more than triple the children the number of children we are currently support each year – without significant increases in costs for individual helplines. And Aselo's design offers new opportunities to understand and advocate for the needs of children.