



# Getting from crisis to systems change

At this time of unprecedented crisis, social entrepreneurs are working on the frontlines of the response to the COVID-19 pandemic and its severe economic and social consequences.

In the shared belief that this crisis is also an opportunity to change for the better, with this report, we 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 envisioned in the UN Sustainable Development Goals.

Social entrepreneurs have the innovative solutions the world needs to emerge from this crisis stronger, as long as its leaders back us and our partners on the frontlines with the mandates and resources we need to deliver them.

## Catalyst 2030

### Our Mission

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

### Our Vision

**To achieve the Sustainable Development Goals by 2030 through an unprecedented mobilisation of social entrepreneurs, partners, and resources.**

### Our Core Values

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

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

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

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

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

The secretariat of Catalyst 2030 is currently supported by and housed at [One Family Foundation](#). To learn more, our website is [www.catalyst2030.net](http://www.catalyst2030.net) or contact [info@catalyst2030.net](mailto:info@catalyst2030.net)



# Contents

|  |    |
|--|----|
| Executive summary  | 1  |
| 1. Introduction  | 3  |
| 2. Social Entrepreneurs, COVID-19 and the SDGs   | 5  |
| 3. The case for collaborative systems change   | 8  |
| 4. Game changing suggestions   | 11 |
| Conclusion: The Time to Change the System is Now   | 25 |
| Annexures  | 26 |
| Annex 1: COVID-19 response by members  | 27 |
| Annex 2: Case studies of organisations following Client-centric and Systemic Intervention Models | 35 |
| Annex 3 : Issue roadmaps   | 43 |
| Food security  | 44 |
| Health   | 46 |
| Mental health  | 48 |
| Education  | 50 |
| Gender equality  | 52 |
| Water and sanitation   | 54 |
| Digital transformation   | 56 |
| Regenerative economies   | 59 |
| Disaster response  | 62 |
| Transforming tourism   | 64 |
| Climate  | 67 |
| Corruption   | 70 |
| Social cohesion and peace  | 73 |
| Changing funding systems   | 77 |
| Client-driven evaluation policy proposals  | 79 |
| Bibliography   | 81 |
| Letters to G20 Leaders on COVID Recovery and Climate Action                                      | 82 |
| Land rights  | 84 |
| Acknowledgements   | 86 |



# Executive summary

Written a few months into unarguably the most severe global crisis since World War 2, this report is a call for leaders to seize this moment as an opportunity for transformational systems change. As they deploy trillions of dollars and make new laws and demands of the public that will have massive long-term consequences for us all, they must do so in ways that ensure the world emerges from this crisis on a better path than it was on before. However tempting it may seem, no one should fool themselves that it will be enough merely to try to “get back to normal”.

The truth is, even before this crisis, normal wasn't working. Normal was an unjust, unequal and unsustainable world whose deep flaws contributed directly to the spread of the COVID-19 pandemic and to the extraordinarily high social and economic costs of containing it. Normal was a situation in which, only five years after the governments of 193 countries committed to achieve by 2030 the UN Sustainable Development Goals, we were already decades behind schedule to fulfil that vision of a just, inclusive and environmentally healthy world.

This is an optimistic report, brimming with positive ideas and recommendations that can transform this crisis into an historic turning point, a catalyst for building a much better world. It is a report written by an alliance of thousands of social entrepreneurs, innovators who partner with the people worst served by our current systems to make changes that unleash social progress. In this present crisis, many of us are engaged on the frontlines, battling alongside vulnerable communities to beat the pandemic, cope with its wide-ranging consequences and find a path to a future we can all feel good about.

From delivering essential protective personal equipment to community health workers in poor African neighbourhoods, and training them about COVID-19 via their cell phones; providing online educational courses to children suddenly unable to go to school; helping smallholder farmers survive the disruption of the food supply chains that provide them with a livelihood; supporting women and girls whose hard won progress is threatened by unemployment, domestic abuse and the reduction in maternal healthcare as health systems prioritise COVID-19 patients; figuring out how to sustainably reinvent a tourism industry devastated by the economic lockdown; and standing up for victims of institutionalised racism who in many countries are bearing a disproportionate share of the pandemic burden; social entrepreneurs are there.

We have earned the trust of many millions of people who have been failed by the world's existing systems and now have little or no trust in its leaders. Now, more than ever, as they take so many hugely consequential decisions, those leaders need to hear our voice and act on our advice.

We launched Catalyst 2030 in January at the World Economic Forum, bringing together the world's leading networks of proven social entrepreneurs to more clearly and loudly speak truth to power. The COVID-19 crisis has greatly increased the urgency of our mission. In the past three months, we have brought together more than 4,000 social entrepreneurs representing over 1600 organisations in the discussions and working groups that have produced the ideas and recommendations set out in this report.

## **Recommendation 1: World leaders must commit to systems change.**

Our headline recommendation is that, in their various high level gatherings in the months ahead, world leaders must make an unequivocal commitment to use their responses to this crisis to change our systems for the better. They must back up this promise in their actions, especially how they deploy trillions of dollars to address the pandemic's social and economic consequences. Too often crises are prolonged and opportunities to catalyse positive change wasted, because valuable resources are used to shore up the failed system, rather than replace it with something better. We cannot afford to make that mistake again.

As this report makes clear, many of the ideas needed to bring about systems change have already been tested and proven on the ground by social entrepreneurs and our partner communities. The challenge now is not so much invention, as implementing on a massive scale innovation we know work.

### **Recommendation 2: Social entrepreneurs should have a seat at the decision-making table.**

Several of our recommendations aim at making it easier for the world's large-scale decision-making and funding institutions to tap into our expertise and proven solutions. At high level meetings where leaders debate and decide what path to take out of this crisis, there should be a seat at the table reserved for social entrepreneurs. Our voice, and that of the vulnerable communities who trust us to represent them, needs to be heard in the rooms where decisions happen.

### **Recommendation 3: Governments and other major institutions should create highlevel one stop points of contact for social entrepreneurs.**

Governments and other institutions that make decisions and deploy resources should also create “one stop” contact points for social entrepreneurs to bring forward their innovations. Often the systems change ideas of social entrepreneurs cut across existing organisational silos, which makes it hard for them to move forward. The one stop points of contact need to be located at the highest level of an organisation, ideally in the office of its most senior leader, so they can be viewed through a holistic, joined-up, un-siloed lens and their full benefits seen.

### **Recommendation 4: Governments, companies, philanthropists and others must transform how they finance the ideas of social entrepreneurs.**

We also set out several ideas for getting more money, more efficiently to innovative solutions that have been proven to make a difference on the ground. We are alarmed by the evidence we see. Despite trillions of dollars being deployed in emergency responses to the pandemic and economic slump, very little of it is reaching social entrepreneurs and the social sector as a whole, which are facing severe cutbacks just as they are needed more than ever. It is time for a step-change increase in total funding of the social sector.

Lastly, we set out dozens of ideas produced by Catalyst 2030 working groups. These are innovative solutions to specific challenges. They range from strategies for helping people whose mental health is suffering during the crisis to job creating schemes for artisanal workers; new data analytical tools to help predict vulnerability to the virus or safely reopen locked down economies; or ways to use this crisis to crackdown on corruption or strengthen efforts to reduce tax avoidance by multinational companies. And there are ideas for ensuring that this crisis advances (rather than delays) efforts to tackle the even bigger crisis looming over us - climate change.

Many of these ideas are already proven or can easily be made “shovel ready” and we are continuing to work 24/7 on developing the rest. We are here and ready to serve.

This crisis is demanding a great deal from our leaders. We do not envy them their present responsibilities and choices. But history will judge the decisions they take now. This report makes it clear that this crisis is an opportunity to tackle deep systemic failures and end historic injustices and inequalities. We call on our leaders to seize this chance to put the world on track for the inclusive and sustainably prosperous future we all desire.



# 1. Introduction

**Social entrepreneurs:** Practitioners with innovative solutions to society's most pressing social, cultural, and environmental challenges. They are ambitious and persistent — tackling major issues and offering new ideas for systems-level change. They are driven not by profit, but by making a positive impact on the world.

The COVID-19 pandemic is a wake-up call for the world. Respond well, and we can emerge from this terrible health and economic crisis stronger than we entered it – hopefully on track to realise the inclusive, sustainable world envisaged in the UN Sustainable Development Goals. Respond poorly, however, and we risk the devastation wrought by the pandemic and its associated slump becoming extremely prolonged, and the achievement of the SDGs being indefinitely postponed.

As world leaders rush to deploy trillions of dollars in bail-outs and stimulus, and impose once unthinkable emergency limits on the freedoms of their people, it would be easy to dismiss as irrelevant the 17 SDGs for 2030 that 193 countries committed to just five years ago. That would be a huge mistake. As this report will argue, the COVID-19 crisis reinforces the case for doubling-down on the SDGs as potentially hugely significant policy responses to the pandemic are agreed at high level summits this year, including at the G7, G20 and the UN General Assembly.

In this report we explain why we believe that this crisis can, and must, be tackled in ways that catalyze achieving the SDGs. We set out a series of recommendations to help leaders make that happen. We bring a unique perspective as an alliance of social entrepreneurs, expert practitioners who work collaboratively with many of the people worst served by existing systems to find innovative solutions to their needs.

We are now co-creating with these same communities ways to overcome COVID-19 and its many dire consequences, on issues ranging from securing essential masks and other personal protective equipment for community health workers to providing digital educational materials to children forced to learn away from school, and from helping smallholder farmers and artisanal workers survive shocks to the supply chains they are in, to identifying planet-friendly strategies for economic renewal.

Talking about the importance of “not wasting a good crisis” by leaders has become a familiar ritual whenever disaster strikes. Amidst the devastation, lessons will be learnt, we are assured. The world will be “built back better”.

Yet the reality is that crises mostly are wasted.

In this report we explain our shared belief that this time really can be different, and to show how. Even before this pandemic, our daily struggles to help change happen had convinced us that for the world to achieve the SDGs transformational changes are needed to the existing systems for delivering prosperity, social progress and sustainability. That was why we came together, as members of the world's leading networks of proven social entrepreneurs, to launch Catalyst 2030 in January at the World Economic Forum in Davos.

For a definition of systems change, we draw from the joint report of Ashoka, Catalyst 2030, Co-Impact, Echoing Green, McKinsey & Company, Schwab Foundation, Skoll Foundation and SystemIQ, entitled ***Embracing Complexity***.

**Systems change:**

Addressing root causes rather than symptoms by altering, shifting, and transforming structures, customs, mindsets, power dynamics and rules through collaboration across a diverse set of actors with the intent of achieving lasting improvement of societal issues on a local, national and global level.

Seeing first-hand how the pandemic has made life so much harder for those we work with, even as it has increased the financial strain on everyone trying to help address their needs, including ourselves, has added urgency to our mission. During the past three months, some 4000+ of us, from 1600+ organisations and 131 countries, have worked together to make these recommendations, all of which involve systems change.

These include immediate responses to specific challenges posed by the pandemic, as well as structural changes to how the world's decision-making and funding institutions work, to ensure they are better connected with the idea and wishes of the people they are serving. Described in Section 4, some recommendations address particular sectors or challenges, others the ecosystem in which systems change must happen. Where appropriate we describe how they will touch on specific implementers, including the United Nations system, development funders, national and sub-national governments, philanthropy, investors and corporations.

In this time of crisis, we know that decisions made in the next few months by a small group of leaders will have massive consequences for all of us, starting with whether the next round of economic bailouts and stimulus comes with meaningful requirements for beneficiaries to protect jobs and vulnerable suppliers, tackle racial and other inequalities and operate in greener ways. Though we recognise that we do not have all the answers, we believe the ideas in the report can help our leaders to take more informed decisions which would enable social entrepreneurs to maintain and expand the benefits they deliver for society. We call on them to act urgently and decisively to implement these ideas from communities and changemakers on the frontlines of responding to COVID-19 and achieving the SDGs.

***“Some 4000+ of us, from 1600+ organisations and 131 countries, have worked together to make these recommendations.”***





## 2. Social Entrepreneurs, COVID-19 and the SDGs

Working every day with the communities that are most neglected and most inequitably treated by existing systems, social entrepreneurs have found ourselves at the forefront of the COVID-19 response. But well before the virus struck, our experience had made it painfully clear to us that the world was failing to rise to challenges that the pandemic is making much worse. A report last year by the Social Progress Imperative, a founding member of Catalyst2030, estimated that the world would not achieve the SDGs until at least 2073. COVID-19 makes that date seem hopelessly optimistic.

In June, the World Bank forecast that, as a result of the pandemic, the global economy will shrink by 5-8% in 2020, potentially pushing a further 100 million people below the international extreme poverty line of living on \$1.90 per day, the vast majority of them in South Asia (especially India) and sub-Saharan Africa. Yet at the same time, the rich have mostly continued to get richer, any most modest increase in their philanthropy in response to COVID-19 dwarfed by fortunes buoyed by share prices inflated by governmental economic stimulus policies.

Social entrepreneurs have been at the forefront of the COVID-19 response. Rather than single out a few organisations that are doing important work, an extensive list of the actions taken by Catalyst 2030 members and partner organisations can be found in Annex 1.

Healthcare systems overwhelmed by the struggle to treat victims of the virus are also losing hard-won ground in tackling other public health challenges. While more men are dying of the virus, the non-lethal consequences of the pandemic are falling hardest on women; from losing livelihoods to suffering higher maternal mortality and domestic abuse.

Years of progress on educating girls and reducing child marriage are at risk of going into reverse following the widespread closure of schools. The World Food Programme estimates that the number of people worldwide who are “food insecure” could rise this year from 821m to over 1 billion, primarily due to COVID-19 and its economic consequences.

Crucial momentum has been lost – and will not easily be regained – on critical global issues where social entrepreneurs have been driving social innovation, such as moving to a circular economy, fighting corruption, increasing the transparency and accountability of governments, and reforming the global tax system to protect government revenues from corporate tax avoiders. All of this will significantly impact on how effectively the trillions of dollars going into COVID-19 response are spent. Meanwhile, despite the economic slump and lockdown rules resulting in a sharp global fall in carbon emissions, this has not made even a tiny dent in the looming global climate emergency – which before the pandemic was set to dominate the global policymaking agenda this year and beyond.

### The logic behind the SDGs highlighted

With the death toll from COVID-19 soaring, the global economy teetering on the brink of depression, and racial and other social tensions rising fast in many places, focusing now on the SDGs might seem like a distraction from more pressing matters. Nothing could be further from the truth. Even as the pandemic has made the task of achieving the SDGs so much harder, it has reinforced the underlying logic behind creating the Global Goals, showing why leaders should double down on the SDGs as they navigate their way through this immediate crisis. The deadly impact of the virus in apparently prosperous countries such as Britain, Italy and the USA is indisputable proof (were there ever any doubt) that every nation on earth must make significant changes and address deep-seated inequities to achieve in the SDGs. These are not a “nice to have” but the essential foundations for a well-functioning society.

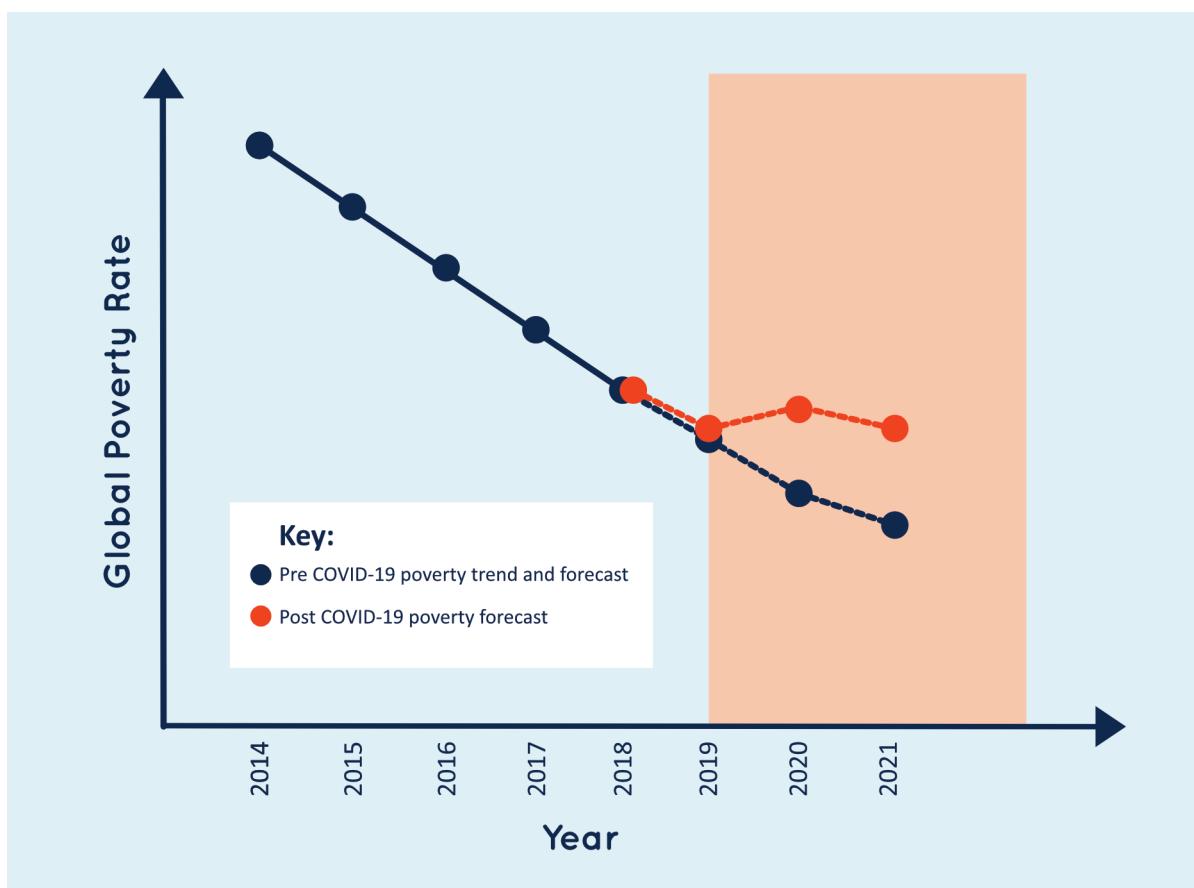


This crisis has also underscored the degree to which the different SDGs are interconnected; they are a package of goals, none of which can be addressed in isolation. Places which underperformed on multiple goals relative to their peers have tended to be more vulnerable to the pandemic. Social determinants of health, such as food insecurity, educational barriers, disability, poverty, unemployment, housing instability, insecure land rights and reduced incomes, each the subject of different SDGs, can have a considerable effect on COVID-19 outcomes. Offering advice to wash hands, for example, makes less sense as a strategy to stop the virus spreading when it is given to the 790 million people currently without reliable access to clean water, let alone soap.



On the whole, the virus has hit hardest in countries where certain parts of the population have remained marginalised even as in recent times the majority has prospered. The spread around the world of Black Lives Matter protests following the police killing in the US of George Floyd reflects growing public concern everywhere at the extent of institutionalised racism that the pandemic has revealed in their country, as well as many others. Slow progress on the SDGs is not merely a technical failure; the Global Goals are quite radical in their implications, challenging institutionalised inequities, that powerful groups of people may fight hard to preserve. That is why a growing number of social entrepreneurs have become increasingly activist and focused on tackling institutional injustices that stand in the way of social innovation and progress.

## Impact of COVID-19 on global poverty



Source: World Bank

Yet the crisis has demonstrated clearly that significant inequalities in even the apparently most advanced societies are a source of massive systemic risk for everyone. There is a need to change, which is why the SDGs explicitly call for progress in every country, rejecting empty old distinctions between so-called developed and developing nations by recognising that none has yet achieved truly sustainable development. COVID-19 has brutally reinforced the case for why, as the world moves forward, no country can afford to leave anyone behind.

On current trends, however, the likeliest path is for things to get much worse as the pandemic continues and the economic fallout grows, perhaps into the first truly global depression. Many more people are likely to be left behind, unless the sort of systems changing innovations pioneered by social entrepreneurs are adopted on a large scale, backed with meaningful financial resources.

## The cost of achieving the goals

Before the pandemic, it was estimated that there was a gap of \$3 trillion to \$5 trillion a year between what is needed to achieve the SDGs and the amount currently invested. In the first round of emergency stimulus in response to the pandemic, far bigger sums were deployed – but that went entirely to fill some of the demand lost due to lockdowns to prevent the spread of COVID-19. Very little of this has gone to back social entrepreneurs and their innovations; indeed, like much of the rest of civil society, social entrepreneurs have instead been dealing with a potentially catastrophic fall in funding, with many reporting that they have yet to receive bail-out money promised by governments.

In all likelihood it will require further large rounds of government stimulus to have any chance of getting the world back on track for achieving the SDGs, which makes it all the more important that the money is spent on social innovations that have a much greater impact (social return on investment) than most existing government budgets. There will also be a need for much more philanthropic spending; so far, there have been only modest increases in donations in response to COVID-19, often balanced with reductions in funding of other causes.

To sum up: The world needs to focus on the SDGs now more than ever. To achieve this we need the sort of social innovation at scale that is possible only through transformational systems change. That will require leaders to step up to an extent they have so far not come close to doing, to scale up the sort of innovative solutions developed by social entrepreneurs with substantial additional resources.

### 3. The case for collaborative systems change

A global group of social entrepreneurs came together early this year to create Catalyst 2030 because we saw little chance of achieving the SDGs by 2030 without a dramatic increase in the thing we specialise in - social innovation. Catalyst 2030 was both an acknowledgment by social entrepreneurs that we needed to do a better job of collaborating among ourselves and a commitment to do better at sharing with other decision makers our ideas and expertise on how to achieve the SDGs. Catalyst 2030 brings together leading networks of proven social entrepreneurs, including those coordinated by Ashoka, Echoing Green, the Schwab Foundation of World Economic Forum and the Skoll Foundation.

Even before the pandemic began to spread around the world, we instigated a process of collaboration to make recommendations about how to improve the effectiveness of social innovation ecosystems. In January, with our partners we published a report, “Embracing Complexity: Towards a shared understanding of funding systems change”, which proposed significant changes in how social entrepreneurs are funded, to enable more effective social innovation at scale.

As we became engaged on the frontlines of the battle against COVID-19 and its dire consequences, we soon realised that the work of Catalyst 2030 had become even more urgent. The often marginalised communities we work with were beginning to feel the full force of the pandemic, whilst the economic slump that accompanied it meant that the capacity of government and nonprofit services to support those communities was being stretched close to breaking point. The Catalysing Change Campaign was launched to develop a series of recommendations that would put social innovation at the heart of the response to, and recovery from, the pandemic.



We formed 15 working groups, on topics ranging from public health and mental health to food supply and water and sanitation, from data to regenerative economies and climate change. Each group was tasked with identifying the major barriers to social innovation at scale and proposing policy changes and other reforms to reduce or remove those barriers. The chart on pages 18-24 lists each of the recommendations of all the working groups - some of which are fully fleshed out and shovel ready, whilst others are at an earlier stage and in need of further discussion and development. Across our working groups, several broad themes emerged, giving rise to the main recommendations of this report. These are described in detail in Section 4. Each working group produced a two-page executive summary, which can be found in Annex 2 of the report. In the coming months, each working group will continue to work on its analysis and proposals.

Underlying all of our analysis and recommendations is this shared belief: the world is failing to make the progress needed to avoid crises such as this pandemic, and more broadly failing to achieve the SDGs, because many of our systems for delivering the progress we need are simply not up to the task. Worse, in some cases they actively frustrate efforts to move forward. Even before this crisis, the case for transformational systems change was compelling; now it is even stronger. Incremental improvements simply will not get the job done.

One reason why crises are so often wasted is that resources tend to be mobilised to shore up existing failed systems rather than to build new systems that work better and more equitably. Leaders convince themselves that the most prudent course of action is to back the systems they know, even though those systems were responsible for the crisis or at least were incapable of stopping it. And they are either unaware of alternative systems or find them too risky or threatening to their own interests. Yet a crisis is a time for boldness, vision and risk-taking, and for leadership that puts aside its own interests to advance those of humanity as a whole. That is the leadership the world needs now.

We acknowledge that systems change is a complex process, still more art than science. Nor has it always been a priority for social entrepreneurs. As we started out as social entrepreneurs, many of us saw our role as developing a new product, service or technology, not as orchestrating an ecosystem. Nonetheless, experience has convinced many of us that we need to look beyond our own organisations to create (or at a minimum, embrace) ecosystems in which social innovation can occur at scale. We have come to understand that by working in a systemic and integrated manner, any social innovation developed by a social entrepreneur will be more able to survive external shocks, and more importantly, so will the communities for whom we are working.

We do not believe that systems change can be effectively delivered with a plan imposed from above. In our experience, positive systems change is best achieved through collaboration and co-creation, ideally involving all key participants in any system that needs to be transformed, and above all, those whom the system is most intended to benefit. While in some ways we would rather start over with systems designed from scratch, but the reality is we must begin where the world is today, not where we would like it to be. That is why our recommendations include detailed proposals for improving collaborations between social entrepreneurs and the various different sorts of institutions that drive, or hinder, change in our world, from multilateral institutions (including within the United Nations system) to national and sub-national governments, philanthropies and corporations.

## Human-centred and holistic approaches

The systems change we advocate is also human-centred and holistic, a joined-up approach that cuts across established institutional silos and instead focuses on nurturing effective ecosystems of social innovation. Silo-busting is key to achieving the SDGs, which by simultaneously pursuing 17 quite different goals is increasing awareness of the interconnectivities and synergies between each of them. Silos tend to work against synergies and suppress the multiplier effects that action in one area can have on other areas.

Finding win-wins that advance multiple SDGs at once is essential to achieving the bold vision of the Global Goals. To pick just one example: done right, changing how land is used around the world could have potentially transformational effects on the availability of nutritious food, poverty reduction, public health and climate change.

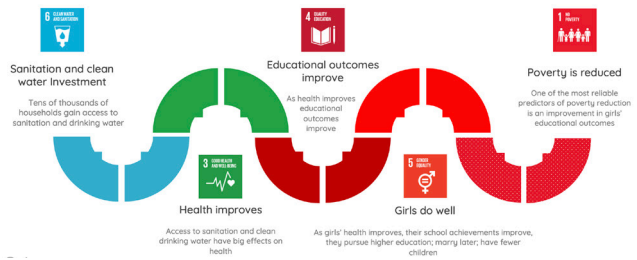
Whilst we are not techno-Utopians, and are increasingly troubled by the growing abuse of personal data by some businesses and governments, we are hopeful that the widespread use of mobile phones will help drive the sort of systems change we want. The mobile phone has become a major focus of social entrepreneurs, from helping to empower community health workers to delivering remote learning to places with weak traditional education systems and enhancing the voices of marginalised groups. It can potentially play a crucial role in systems change by facilitating online collaborative platforms and providing new sources of data to help use scarce resources more effectively to achieve impact.

We are also encouraged by recent signs that the people of the world want systems change and are increasingly ready to make a stand for the inclusive, empowering values that are at the heart of the SDGs. Public support is essential if institutionalised inequities such as racism and sexism are to be excised from our societies and we are to achieve any, let alone all, of the Global Goals by 2030. At Catalyst 2030, we believe that if the ideas we set out in this report are implemented, in ten years we will be able to look back at this pandemic as the moment when the world decided to wake up and do the right thing.



Core to our vision of systems change, Catalyst 2030 is working on modelling a new form of transformational collaboration that is both people-focused and community-centric. This approach is characterised by a diverse set of actors coming together to collectively imagine and create positive, systemic change. This change can occur in existing systems, or it can be used to create new, more inclusive systems. The scale of change can be big or small, or somewhere in between - from the community level to the national, international and inter-sectoral.

# The Catalyst 2030 model



Catalyst 2030 advocates both approaches to achieve lasting and systemic social change.

**Systemic approach** + **People and community-centred**

Many of the hardest challenges to overcome if we are to achieve the SDGs are complex and systemic. Delivering the necessary systems change typically requires significant investment and is often seen as highly risky. Yet the benefits of our systems change model can far exceed the costs, making it a risk worth taking. In particular, this model of systems change has the potential for:

- **The power of synergy:** A single systems change intervention can generate multiple positive externalities. Progress on one SDG can directly have a positive impact on several other SDGs over time. In a siloed financing model, a water/Sanitation investment assessment would not take into account any of the other values created by these positive externalities. As a result, an investment that is seen holistically would generate significant social returns that might not go ahead.
- **Higher economic return:** A systemic investor can monetise gains (a) on a contingent basis for auditable total value created over time, and (b) do so at a lower price point than the siloed model because collaboration is validated by real-time data, which is competitive, comparative and predictive.

Organisations following this model work across silos to help people and communities find their own appropriate solutions. They recognise that the problem they are addressing cannot be solved in isolation from the ecosystem around it. This requires intensive collaboration with partners to create and implement any solutions. Within this, a social entrepreneur can often play the role of honest broker, seen as trustworthy, with little to gain personally, and thus able to help develop partnerships in good faith.

**Honest broker**  
Someone who builds networks of invested players that, with integrity, moves forward a common agenda to tackle persistent, large-scale social problems.

This model works best when people and communities are at its centre, when they have ownership of the outcomes and they are able to hold systemic investors to account. Many studies show that community- and people-centred approaches develop local ownership, systems and passion that increase the sustainability and adaptability of the effort, generating positive outcomes long after the investment has been completed and exited from. Examples of organisations following this model are in Annex 2.

## 4. Game changing suggestions

For the world to emerge from the present crisis stronger and on track to achieve the SDGs, comprehensive systems change is required. In this chapter, we set out our main recommendations. They are a mixture of idealism, such as a commitment to stamp out racism and other inequalities embedded in our current systems, and of pragmatic improvements to make existing systems more open to the innovative approaches that social entrepreneurs bring to their work.

### Recommendation 1: World leaders must commit to systems change

Our headline recommendation is that, in their various high level gatherings in the months ahead, world leaders must make an unequivocal commitment to use their responses to this crisis to change our systems for the better. They must back up this promise in their actions, especially how they deploy trillions of dollars to address the pandemic's social and economic consequences.

As this report makes clear, many of the ideas needed to bring about systems change have already been tested and proven on the ground by social entrepreneurs and our partner communities. Social entrepreneurs have deep, on-the-ground trusted networks of stakeholders; they are adaptable by nature and can quickly move resources and mindsets. Social entrepreneurs have been working on the front line with communities for decades and their social innovations address root causes to bring about enduring systems change. The challenge now, in this time of crisis, is not so much inventing a new solution as implementing at scale innovations we know work.

As part of this commitment, leaders need to make clear that they will do what it takes to end long institutionalised injustices. However technically brilliant a social innovation may be, in most of the world a social entrepreneur trying to implement it will find that task much harder than it should be due to biases hard-wired into existing systems, such as racism, classism, sexism, ableism and homophobia. The unequal ways in which COVID-19 has been experienced is a powerful reminder of how deep and significant these injustices are, and why there needs to be a renewed effort to tackle them. It is not just governments that must address and comprehensively deconstruct racial and other forms of discrimination; so must corporations, multilaterals and bilaterals, (I)NGOs and other funders of social innovation if we are to see meaningful progress for all.

Leaders also need to commit to invest in better data to measure progress and hold themselves to account. One way in which existing systems can perpetuate discrimination is how they collect and use data. Social entrepreneurs can also play an invaluable role in providing bottom-up data, including citizen surveys and client data, to complement and enrich official statistics. Official data from the UN and national governments is important for tracking progress against the SDGs but is incomplete and often inaccurate or out of date. At the subnational level these data problems are even worse.

Social entrepreneurs have a critical role to play in addressing this data deficit. For example, the Social Progress Index is a practical tool to track progress against the SDGs for countries, states, cities, municipalities and communities, even when official SDG indicator data is not available. For data on politically sensitive issues such as corruption, unofficial data such as Transparency International's Spotlight Reports can help to preserve the integrity of the process.

There is a huge opportunity to use these assets to build an SDG measurement ecosystem that will bring transparency to the real state of progress towards the goals, so that resources can flow to the areas of greatest need; successful interventions can be identified and scaled more quickly and those responsible for allocating resources can be better held to account.



## **Recommendation 2: Social entrepreneurs should have a seat at the decision-making table**

Several of our recommendations aim at making it easier for the world's large-scale decision-making and funding institutions to tap into our expertise and proven solutions. At high level meetings where leaders debate and decide what path to take out of this crisis, there should be a seat at the table for social entrepreneurs. Our voice, and that of the vulnerable communities who trust us to represent them, need to be heard in the rooms where decisions happen.

Our world will only emerge stronger from the pandemic, back on track for the SDGs, if we all pull together. We need to create effective multi-stakeholder coalitions of the positive to make systems change happen. Catalyst 2030 is an expression of commitment by social entrepreneurs to collaborate and co-create more effectively than they sometimes have done in the past. Similar commitments are needed from leaders in other sectors, from philanthropy to business to national governments and (I)NGOs, not just to work better with others within their sector, but also with those from other sectors.

## **Recommendation 3: Governments and other major institutions should create high-level one stop points of contact for social entrepreneurs**

Governments and other institutions that make decisions and deploy resources should also create “one stop” contact points for social entrepreneurs to bring forward their innovations. Often the systems change ideas of social entrepreneurs cut across existing organisational silos, which make it hard for them to move forward.

The “one stop” points of contact need to be located at the highest level of an organisation, ideally in the office of its most senior leader, so they can be viewed through a holistic, joined-up, un-siloed lens and their full benefits seen. By appointing, for example, a high level “special adviser” for social entrepreneurs at the UN and creating other “one stop” points of contact with other key institutions and ecosystems, the pace of social innovation can be increased significantly to help get the SDGs back on track. This “focal point infrastructure” would give social entrepreneurs a prominent voice in decision-making processes and empower them to be the link between larger institutions and the communities with whom they are in direct contact.

## **Recommendation 4: Governments, companies, philanthropists and others must transform how they finance the ideas of social entrepreneurs**

We also set out several ideas for getting more money, more efficiently to innovative solutions that have been proven to make a difference on the ground. Some of these apply to governments and official donors; others to philanthropists and businesses, which for all their public rhetoric about doing more to help have not yet stepped up anywhere near to the extent that this crisis demands. Indeed, we are alarmed by the evidence we see. Despite trillions of dollars being deployed in emergency responses to the pandemic and economic slump, very little of it is reaching social entrepreneurs and the social sector as a whole, which are facing severe cutbacks just as they are needed more than ever. The overall goal of this recommendation is that there should be a step-change increase in total funding to the social sector, especially philanthropic funding, as part of the systems change we need.



## Sector-based recommendations

In this part of our report, we set out in more detail how recommendations 2, 3 and 4 can be applied at a range of established institutions critical to achieving the SDGs.

### United Nations system

As it has championed the design, adoption and now implementation of the SDGs, the UN system has evolved significantly to work more effectively with groups and constituencies beyond its traditional governmental partners. In designing the Global Goals, a formal role was given to the private sector, including businesses and non-profits (including some social entrepreneurs). Yet the UN system remains extremely complex and siloed.

Whilst effective “one stop” access points to the UN system have been created for some non-governmental categories, such as business (e.g, through the Global Compact) and philanthropy (Office for Partnerships), this has not been the case for social entrepreneurs. We see an opportunity to establish such entry points to the UN system both at the international headquarters level and at the national level, where the new network of resident coordinators has obvious potential to help social entrepreneurs working in the country navigate and partner with the UN system’s activities in a country.

Our recommendations work with the grain of the landmark resolution on social entrepreneurship (Resolution A/RES/71/221) adopted by the UN in 2016. This highlighted the value of social entrepreneurship and its potential to contribute to achieving the SDGs. In particular, among other points, the resolution:

1. Encourages governments to take a coordinated and inclusive approach to promoting entrepreneurship involving all stakeholders
2. Stresses the need for a comprehensive and holistic approach to entrepreneurship that includes long-term and cross-sectoral strategies
3. Recognises the remarkable role of social entrepreneurship in the developments of regional economic integration, which can be an important catalyst for implementing economic reforms
4. Encourages Member States to expand alternative sources of financing, including blended finance as well as impact investing, cooperatives and venture philanthropy
5. Recognises that social entrepreneurship can create alternative sustainable models of production, finance and consumption to respond to social, economic and environmental issues
6. Recognises the need to implement policies and programmes aimed at supporting social entrepreneurship and encourages governments to set up an environment conducive to social innovation
7. Acknowledges that the private sector can contribute to the achievement of sustainable development and poverty eradication
8. Calls upon the relevant organisations and bodies of the UN system to further recognise and integrate social entrepreneurship in its various forms into their policies, programmes and reports
9. Commits to give consideration, as appropriate, to the contribution of social entrepreneurship to sustainable development in the follow-up and review framework of the 2030 Agenda for Sustainable Development

Building on this resolution, we request the United Nations and countries to create the essential structures needed to support social entrepreneurs and facilitate the achievement of the SDGs, by:

1. Establishing a role in the office of the Secretary General/Deputy Secretary General to represent and work with social entrepreneurs. This could be titled special advisor or special envoy and would ideally be supported by a small secretariat. The role would primarily focus on ensuring there is appropriate input from social entrepreneurs into high level UN deliberations about the SDGs and helping proven solutions by social entrepreneurs to scale globally by connecting them with relevant UN institutions.
2. Given the centrality of multi-stakeholder partnerships in achieving the SDGs, as set out in Goal 17, we also recommend the establishment of a mechanism through the UN Office of Partnerships to help social entrepreneurs build effective partnerships across the UN system, as well as with those external stakeholders, both public and private, with which UN agencies partner.
3. The new global network of resident coordinators, designated representatives of the Secretary-General and leaders of the United Nations Country Teams, has a crucial role to play in driving progress towards the SDGs. We recommend that it be a priority to develop a system linking social entrepreneurs to the resident UN coordinators in all countries. This would be focused on co-creating and scaling viable solutions for accelerating the achievement of the SDGs, not least by facilitating the effective inclusion of social entrepreneurs in national and subnational SDG strategies.

### **Multilateral, bilateral and regional institutions**

Multilateral, bilateral and regional institutions, ranging from the World Bank to the InterAmerican Development Bank and the European Union to Asean, are key players in the SDG ecosystem, often with official mandates to deliver the Global Goals as well as controlling significant resources and implementation infrastructure. They often have the ability to influence national and international regulations and policy reform including by providing expertise, ensuring accountability and monitoring progress.

As discussed above with regard to the UN system, we recommend taking steps to improve the interactions that multilaterals and bilaterals have with social entrepreneurs. Again, we recommend the establishment of “one stop” entry points to these institutions: a high-ranking person or office with direct access to the head of the institution with an explicit role of building effective engagement with relevant social entrepreneurs.

With regard to finance provided by these institutions, we advocate for significant changes to be made to grant making and other disbursements of money to social entrepreneurs. Specifically, rather than creating a “funding call” for a time-bound project-based proposal with already set indicators and outcomes, we recommend that these institutions work collaboratively with social entrepreneurs, government stakeholders and community actors on creating solutions to identified country challenges, and adopt a flexible approach to financing to ensure effective implementation.

This could include different forms of funding for partnership development, advocacy, evaluation and capacity building and dissemination of learning to feed into both policy change and replication. We recognise that moving to a co-creation process will take time and likely involve significant changes in processes and culture within these institutions. Nonetheless, we believe the effort will be handsomely rewarded in terms of broader buy-in to solutions, greater accountability and better outcomes.

Regional organisations can play a particularly important role in fostering cooperation, political and economic integration and shaping discussion amongst member nations and as a bloc. With regard to the SDGs, they are well-positioned to lead the dialogue and encourage the adoption and implementation of the proven solutions of social entrepreneurs. They should prioritise actions that encourage social entrepreneurs to flourish across their region, perhaps by working in collaboration with social innovation ecosystem building organisations such as Ashoka and Echoing Green (both founding members of Catalyst 2030).

More broadly, the lack of a coordinated approach by different multilateral and bilateral institutions is a significant obstacle to working effectively on achieving the SDGs with other stakeholders, including social entrepreneurs. We strongly recommend the development of an inter-agency mechanism involving the various multilaterals and bilaterals that allows for best practices and non-monetary resources to be shared across organisational and national boundaries to encourage more effective collaboration and avoid duplication of efforts.

## National and local governments

National, and often through a devolved public administrative system, local governments, are responsible for the implementation of the SDGs. Data on progress are expected to be collected in a systematic and regular manner from participating nations through a process of Voluntary National Reviews (VNRs). With 142 nations having presented their VNRs through 2019, in many instances progress has been slow or there has even been backsliding. Governments have taken the lead in setting national priorities but many are struggling to move on to a “whole of society” approach. Ministerial departments are often the most locked into siloed approaches, and resistant to joined-up holistic approaches to social challenges. There is an opportunity to work more effectively with social entrepreneurs to drive essential social innovation. To this end, we recommend that governments:

1. Establish a unit in the office of the President or Prime Minister or include social enterprises directly in the name and missions of a Minister to: work with social entrepreneurs to drive social innovation at scale; ensure cross-governmental coordination of policies and interventions involving social entrepreneurs; monitor and learn from what does and does not work; and celebrate successful social innovation.
2. Resources (human and financial) should be identified within the unit or the Ministry.
3. Develop a national social innovation agenda and strategy, including identifying key opportunities for partnership with social entrepreneurs. This could involve working with social entrepreneurs to co-design intervention strategies with social entrepreneurs based on a gap or discrepancy analysis of SDG implementation roadmaps, and might be implemented through the establishment of a government department focused on the social economy.
4. Encourage the creation of mechanisms for collaboration between government and other national entities, social entrepreneurs, UN resident coordinators and all other relevant stakeholders.
5. Devolve implementation of the SDGs as much as possible to the most local level, along with providing the necessary financing and human resources.

## (I)NGOs and civil society

(I)NGOs and civil society as a whole have critical roles to play in SDG implementation. They raise awareness and mobilise concerned actors; build capacity; design and implement projects; monitor and review policies; collect data; provide technical expertise; and both support and hold governments accountable to their commitments. As the linkages between social entrepreneurs and (I)NGOs and other parts of civil society are often well established. Some leading (I)NGOs, such as BRAC, were founded and led by social entrepreneurs. Our recommendations here are a bit more limited. However, there are still multiple areas for improvement. We therefore propose:

1. When designing programmes (I)NGOs should present budgets and timelines to funders that allow time to involve relevant social entrepreneurs and community-based actors (both geographically and in terms of domain expertise) in co-creating solutions and working towards scale.
2. (I)NGOs should participate in national and international collaborative platforms with social entrepreneurs, governments, multilaterals and bilaterals and other concerned stakeholders, to co-design and create intervention models that embrace systems change thinking.

3. (I)NGOs should work together with social entrepreneurs to avoid duplication of resources and drive towards collective action where possible.

## Donors and philanthropists

The COVID-19 crisis has dramatically increased the need for more and better finance to flow to support systems change to benefit marginalised communities. We propose the following recommendations to donors and philanthropists:

1. **Embrace a systems mindset** as it is important to be specific about which systems you want to change, and to actively look for appropriate funding opportunities, including supporting partnership development, advocacy, impact evaluation and the dissemination of learning.
2. **Support evolving paths to systems change** by funding “systems leaders” with transformative visions of improved systems (rather than the traditional approach of funding more limited stand-alone projects), investing in learning and capability building and encouraging collaboration among systems change leaders.
3. **Work in true partnership** by acknowledging and working against negative and deeply entrenched power dynamics, providing support that fits the needs of partners, and being mindful of their often limited resources.
4. **Prepare for long-term engagement and flexibility** by being realistic about systems change timetables, acknowledging that the path of initiatives will likely change along the way and encouraging realistic ambitions both in the short and long-term.
5. **Collaborate with other stakeholders**, including by aligning with other funders, building networks of systems change leaders, and being open to letting others lead when they are best equipped to do so.
6. **Going forward to the basics** by ensuring that philanthropic funding serves those most in need as we can only begin to talk about higher level interventions if basic needs are met.
7. **Ensure catalytic funding.** Philanthropies with endowments should adopt a joined-up approach to how they use their capital to advance their mission, viewing through a consistent lens grantmaking, mission and impact investing, broader investment portfolio strategy and their deployment of “hybrid”, “blended” and catalytic capital. Philanthropies should do more to ensure their capital is catalytic by finding ways to increase the sustainability of money flows from other sources to systems change initiatives in the social entrepreneur sector.

## Investors

As the spread of COVID-19 became a pandemic, the behaviour of mainstream financial markets was baffling to many people, as it seemed out of touch with the reality. After an initial panic, share prices have rebounded to levels around where they were before the crisis, for instance, showing an optimism not found in the forecasts of most economists. In the debt markets, one new product is the “COVID bond”, but it is not clear whether this is actually channelling any additional capital to where it is most needed.

Financial investors can play a key role in driving or blocking systems change. It is estimated that additional investment of several trillion dollars annually will be needed to achieve the SDGs by 2030. Strikingly, the coordinated global response to COVID-19 has demonstrated that very large amounts of money can be made available by governments, at least temporarily, when humanity is faced with a collective crisis. Nonetheless, in addition to further massive injections of spending by governments (which are likely to face greater opposition from fiscal conservatives than the initial rounds of emergency stimulus during the pandemic), huge amounts of private capital are likely to be needed to address the longer-term societal and environmental crises that the SDGs are intended to solve.

The emergence of impact investing and mainstream of environmental, social and governance (ESG) investing are promising signs that financial markets can play a positive role in delivering systems change, or at least may be less of an obstacle to it than in the past. Yet, for all the talk about these investment strategies, they still account for a relatively small portion of the total financial markets, which still cannot be relied upon as a trusted partner in change.

Some social entrepreneurs have developed for-profit models to fund their ideas. Some of these have had negative outcomes, while others that have modest revenue generating ability have been able to borrow to fund their expansion. The B Corp movement of mission driven for-profit companies is a promising sign that some investors are willing to back businesses that are not just about making money any way they can. Social impact bonds, also known as pay-for-success bonds, are also emerging as an interesting experiment in blending for-profit and philanthropic capital to achieve a specific goal. At present, they remain too small scale to be counted on as a major contributor to achieving the SDGs. Significantly more needs to be done to make it easier for social entrepreneurs to access the finance they need to take even proven ideas to a much larger scale.

To increase the contribution of investors to achieving the SDGs we recommend:

- 1. Support the emerging movement of for-benefit/B Corp companies** that focus on a purpose other than profit maximisation and are driven by new paradigms such as the circular-regenerative-wellbeing economy. Proactively field build to accelerate the emergence of this movement, especially in developing economies, by investing in ecosystem capacity and developing the skills associated with for-benefits, creating standards for measuring the performance of for-benefits and fostering collaboration among for-benefits.
- 2. Set more realistic expectations of what financial returns can be achieved on different sorts of impact investment and when more traditional non-profit or publicly funded approaches make more sense.** There remains too much confusion about when it makes sense to harness the profit-motive for systems change and how to do it well. As a result, resources have been wasted in some cases, and opportunities have been missed in others. There have been worrying signs that some philanthropies view impact investing as an alternative to traditional grant-making, rather than a complement to it.
- 3. Develop new economic collaboration spaces** by investing in hubs where social entrepreneurs can congregate to identify synergies and together address challenges related to scaling and capitalisation.
- 4. Develop the new field of systemic change investing** to complement established market return, socially responsible and impact investing, including by backing the development of social stock exchange institutions, prevention derivatives, networks such as the Transformations Financiers Network and portfolios of for-benefit organisations that collectively produce valuable synergies.
- 5. Support the implementation of new performance metrics better aligned with achieving the SDGs** by moving from traditional input-output, project-based, short-term financial assessments to transformation evaluations that focus on long-term impact, complex synergies, systems, adaptive learning and deep change.

## Corporates

Companies can potentially play a huge part in achieving the SDGs. They touch the lives of most people on the planet in many different ways (from meeting their many needs as customers, to providing jobs), as well as impacting materially on resource use and the health of the environment. They have the expert knowledge, supply chain and production power to make change happen. Corporations have a powerful opportunity to identify and interrupt the cycles of multi-dimensional poverty in the regions where they work. By partnering with community-driven initiatives and social entrepreneurs to facilitate greater and more sustained quality of life changes, eventually their profits will also be served.

The recent widespread abandonment by business leaders of Milton Friedman's belief that companies should have no broader social mission beyond maximising profits is encouraging. But it remains to be seen what the real differences the replacement creed of "stakeholder capitalism" will bring. So far, even during this pandemic, there has been too much talk and too little action from the business world. In particular, many companies have been too quick to layoff workers, while too little support has been given to small businesses dependent on larger corporate supply chains.

For businesses to play the positive role they could in delivering the systems change needed to achieve the SDGs we recommend:

- 1. Strengthen the reset of the performance expectations of business leaders** from increasing growth for profit and shareholder wealth towards stakeholder prosperity, human flourishing and planetary regeneration. Profitability should not come at the cost of the planet, human or social wellbeing. In particular, especially during the global unemployment surge triggered by the pandemic, businesses must put far greater emphasis on job preservation and job creation. Social entrepreneurs can lead acceleration efforts to shift value creation to the lowest end of supply chains (often in developing economies) and away from intermediaries. More firms should commit to the circular economy and the shift to net zero waste business models.
- 2. Develop enabling legislation to make it straightforward everywhere to establish and operate "fourth sector" enterprises** that combine revenue generation and social mission.
- 3. Create win-win partnerships between businesses and social entrepreneurs** building on ideas such as "shared value creation", which are currently more talked about in business circles than acted on at scale.
- 4. Seek collaboration with social entrepreneurs across the value chain** to further promote, normalise and mainstream social entrepreneurial values and approaches.
- 5. Make helping achieve the SDGs an explicit part of corporate missions and brands** by increasing customer awareness of the impact your product has. Increase transparency regarding used labour and resources to distinguish yourself from the competition.
- 6. Institutionalise ethical behaviour** by creating industry standards, versions of "Hippocratic oaths" and oversight mechanisms for corporate and individual behaviour and actions.





## Suggestions by Issue

The following chart lays out the recommendations that have emerged, issue by issue, during the Catalyst 2030 working group process. Some of these proposals are fully developed and ready to go; others are more preliminary and further work is needed before they could move forward. An important caveat: these proposals were put forward by a relevant working group, but they have not been agreed by the entire Catalyst 2030 community.

| <b>Food security</b>                             |   | <b>SDGs</b> | <b>2</b> | <b>12</b> | <b>14</b> | <b>16</b> |
|--|---|-------------|----------|-----------|-----------|-----------|
| <b>Urgency</b>                                   | Number of people in acute hunger will almost double in 2020   |             |          |           |           |           |
| <b>Recommendations</b>                           | <ul style="list-style-type: none"> <li>- Foster shorter value chains within countries</li> <li>- Promote healthier diets and reductions in food waste by changing consumer behaviour</li> <li>- Feeding the most vulnerable during COVID-19</li> </ul>  |             |          |           |           |           |
| <b>Multi-stakeholder collaboration solutions</b> | Establish national & regional framework for multi-stakeholder collaborations and partnerships to foster food security, based on 3 components: <ul style="list-style-type: none"> <li>- Multi-sectoral food ecosystem task-force to enable immediate actions to feed the most vulnerable</li> <li>- Promoting data-sharing and data-driven policymaking by strengthening initiatives such as Food Systems Dashboard</li> <li>- Strengthening and enabling scaling of SMEs</li> </ul> |             |          |           |           |           |

| <b>Health</b>                                    |  | <b>SDGs</b> | <b>3</b> | <b>6</b> | <b>15</b> |
|--|--|-------------|----------|----------|-----------|
| <b>Urgency</b>                                   | <ol style="list-style-type: none"> <li>1. COVID-19 Morbidity &amp; Mortality</li> <li>2. COVID-19 disruptive impact on Primary Health Care Services</li> <li>3. Adverse effects to Social Determinants of Health</li> </ol>  |             |          |          |           |
| <b>Recommendations</b>                           | <ul style="list-style-type: none"> <li>- Professionalise Community Health Workers (CHWs) and train and deploy them to prevent, detect, and respond to COVID-19 and sustain essential health services</li> <li>- Prioritise sex-, gender- and disability-based policies</li> <li>- Increase data sharing across the health system and with other social services - Leverage technology to improve access to information and supplies</li> <li>- Define health through a broader lens, including climate change as a force multiplier for disease and health impacts</li> <li>- Actively identify 'low-hanging fruit'/quick wins (proven, effective health solutions) for scale up.</li> </ul>   |             |          |          |           |
| <b>Multi-stakeholder collaboration solutions</b> | <ul style="list-style-type: none"> <li>- Operationalise the Community Health Worker Assessment and Improvement Matrix (CHW AIM) to identify and close gaps in CHW policies and practices</li> <li>- Platform-level investment in communication tools to ensure two way flows of information between communities, health workers and governments.</li> <li>- Ensure privacy and data ownership among users so that technologies are not associated with systems that perpetuate inequities and distrust.</li> <li>- Co-design indicators with communities and ensure indicators and data collection tools do not inadvertently leave out marginalised communities</li> <li>- Produce, collect and publish sex and gender disaggregated data of suspected, confirmed, and deceased patients with COVID-19, and people tested. Establish cross-sector working group/task force to review disaggregated data and identify data-driven actions.</li> <li>- Incorporate recommendations from PMNCH to "ensure universal access to good-quality, age-specific SRHR information, services and commodities."</li> </ul> |             |          |          |           |



| Mental Health                                    |  | SDGs | 3 | 4 |
|--|--|------|---|---|
| <b>Urgency</b>                                   | Mental health has become more pressing topic since COVID-19: <ul style="list-style-type: none"> <li>- Need to improve mental health of those affected by the pandemic</li> <li>- Address anxiety that can distress people by following correct public health advice</li> <li>- Need to counter misinformation and prevent stigma</li> </ul>  |      |   |   |
| <b>Recommendations</b>                           | <ul style="list-style-type: none"> <li>- Scale the recommendations within the UN policy brief by supporting the digital transition of mental health service provision</li> <li>- Give mental health the political and media attention it deserves by building strong influencer and public support on World Mental Health Day</li> <li>- Build the evidence base on mental health to support advocacy</li> <li>- Use technology in a smarter way (e.g. Child Helpline)</li> <li>- Introduce low level preventive programmes</li> </ul> |      |   |   |
| <b>Multi-stakeholder collaboration solutions</b> | Build stronger multi-stakeholder network of partners to join global mental health Blueprint Group, to work on: <ul style="list-style-type: none"> <li>- Building visible global campaign that drives additional commitments on World Mental Health Day</li> <li>- Coordinating resource mobilisation to secure additional resources for long-term implementation of UN Policy Brief recommendations</li> </ul>   |      |   |   |

| Education  |   | SDGs | 4 |
|--|---|------|---|
| <b>Urgency</b>                                   | 53% of children in low- and middle- income countries are ‘learning poor’, defined as unable to read and understand a simple text by age 10 (World Bank 2019). COVID-19-related school closures, impacting 1.4 bn children globally, have further worsened this situation  |      |   |
| <b>Recommendations</b>                           | <ul style="list-style-type: none"> <li>- Move from optimising the ‘old system’ to innovating a new applied knowledge platform that is more iterative, nimble and produces transformational leaders</li> <li>- Apply equity lens as core value</li> <li>- Use holistic approach to education that also takes into account the basic needs of the child from maternity care, dietary and health</li> <li>- Put emphasis on key transitions when children are most at risk</li> <li>- Introduce digital solutions such as lifelong learning app for teachers, digital reading solutions and on-page learning</li> <li>- Support/enable a networks-based environment at school level to minimise silos in learning (teacher, parent, social/healthcare, workplace)</li> <li>- Create safe digital space for self-learning over the web that makes thinking visible</li> </ul> |      |   |
| <b>Multi-stakeholder collaboration solutions</b> | <ul style="list-style-type: none"> <li>- Establish collaboration between policy makers and delivery model providers (e.g. mobile phone, TV, radio) to ensure licensing to support the distribution of education on these channels</li> <li>- Strengthen collaboration between ministries on common challenges</li> <li>- Ensure close involvement of community and parents from the start in parallel to formal schooling</li> </ul>  |      |   |

| Gender equality                                  |  | SDGs | 5 | 10 | 16 |
|--|--|------|---|----|----|
| <b>Urgency</b>                                   | We cannot succeed in achieving the SDGs if half of the population is not included in re-imagining the world. Gender equality became extra important during COVID outbreak as domestic space holds a new status.  |      |   |    |    |
| <b>Recommendations</b>                           | <ul style="list-style-type: none"> <li>- Build digital platform that connects all global initiatives on gender equality as a human right and feminine intelligence for transformational leadership</li> <li>- Ensure gender education becomes part of the core curriculum in every education system</li> <li>- Initiate wide public awareness campaigns for gender equality</li> <li>- Engage all genders in the conversation</li> <li>- Change the narrative</li> </ul> |      |   |    |    |
| <b>Multi-stakeholder collaboration solutions</b> | <ul style="list-style-type: none"> <li>- Build partnerships and collaboration between SEs, public and private sector</li> </ul>  |      |   |    |    |

| Water & sanitation                               |   | SDGs | 6 | 3 | 11 | 12 | 15 |
|--|---|------|---|---|----|----|----|
| <b>Urgency</b>                                   | COVID-19 highlighted the fundamental importance of WASH to prepare and protect against future pandemics   |      |   |   |    |    |    |
| <b>Recommendations</b>                           | <ul style="list-style-type: none"> <li>- Formalise the workers in W&amp;S through the establishment of District WASH Offices, capacity building of WASH workers, and attracting more workers to the WASH/W&amp;S sector.</li> <li>- Increase cross-sector collaboration to close the financing gap and reach the target \$114B/year needed to achieve and sustain SDG6 globally.</li> <li>- Build long-term development thinking (Readiness-Response-Resiliency) into emergency responses</li> <li>- Ensure inclusiveness of populations lacking access in rural &amp; urban areas</li> <li>- Develop early warning systems through District WASH offices</li> <li>- Ensure set up of WASH services is holistic (including service provision, maintenance, operations, governance and finance systems)</li> <li>- Ensure service authorities are in place (e.g., District WASH Offices) that have sufficient monitoring and evaluation to provide a level of service that complies with SDG6.</li> <li>- Redesign a world toilet standard and guidelines to break the pathogens transmission pathways in usage of toilets, disposal of excreta and treatment of sewage</li> </ul> |      |   |   |    |    |    |
| <b>Multi-stakeholder collaboration solutions</b> | <ul style="list-style-type: none"> <li>- Strengthen collaboration between government, civil society and public sector in order to effectively address the multiple aspects of water and sanitation service delivery systems</li> <li>- Increase collaboration between emergency response and long-term development efforts</li> <li>- Align national and global water and sanitation service delivery standards with SDG6 as well as world toilet standards.</li> </ul>   |      |   |   |    |    |    |

| Digital Transformation                           |  | SDGs | 8 | 9 | 10 | 17 |
|--|--|------|---|---|----|----|
| <b>Urgency</b>                                   | Continued exclusion of people and communities who are unable to demand or access essential (Health, water, education/skilling, or financial) services or livelihood opportunities<br>Inability of front-line workers that are crucial to enable societal development outcomes (across sectors) to make a decent living despite the growing importance of the work they do and the scarcity of their skills (especially in developing economies)  |      |   |   |    |    |
| <b>Recommendations</b>                           | <ul style="list-style-type: none"> <li>- Encourage, finance and promote social enterprises that make it easier for communities to access and leverage services that unlock the power of the internet</li> <li>- Enact new policies that call for the recognition of skills (formalise front line workers) and in ways that empowers individuals across the world (especially the informal sector) to assert their skills. The data generated through this effort can trigger the imagination of new policies that recognise these skills formally and enable individuals to seek opportunities, engage directly with employers, and assert their rights to be paid according to their skill level.</li> <li>- Enact policies that set standards for trust, privacy and consent for all data distributed by or generated using digital platforms</li> </ul> |      |   |   |    |    |
| <b>Multi-stakeholder collaboration solutions</b> | <ul style="list-style-type: none"> <li>- Build and enable an open digital infrastructure and data collaborative that surfaces trusted and (digitally) verifiable demand signals and outcomes of societal development efforts</li> <li>- Draft policies that leverage such open digital infrastructure to encourage (and inspire) transparency and sharing of data and artefacts amongst key stakeholders in societal development efforts globally</li> <li>- Ensure sharing of data and artefacts amongst key stakeholders in societal development efforts globally</li> </ul>   |      |   |   |    |    |

| Regenerative Economies                           |  | SDGs | 8 | 10 | 11 | 12 | 15 |
|--|--|------|---|----|----|----|----|
| <b>Urgency</b>                                   | COVID-19 has brought to the fore the fragilities in our socio-economic and environmental systems, including unbridled consumption-based markets, the fragility of supply chains, over-dependence on dominant sectors and institutional failings  |      |   |    |    |    |    |
| <b>Recommendations</b>                           | <ul style="list-style-type: none"> <li>- Switch from centralised global supply chain ownership models to “the bottom of the supply chain” being considered as the heart of value chains and disseminate clear examples and create a better understanding of value chain thinking</li> <li>- Redesign access to finance to be more inclusive by with innovative and blended financial models focused on long-term growth and socio-economic and environmental gains</li> <li>- Support rural infrastructure with attracting funding in policy areas such as education, health and sanitation, digital inclusion and service sector development</li> <li>- Account for the cost of production of a natural resource</li> </ul> |      |   |    |    |    |    |
| <b>Multi-stakeholder collaboration solutions</b> | <ul style="list-style-type: none"> <li>- Co-design policies and programmes with impact-centred travel and tourism practitioners- Establish systems, infrastructures and resources to ensure the exchange and transfer of travel and tourism best practices and new models between geographies and sectors</li> <li>- Create multi-stakeholder observatory groups to monitor the adoption and enforcement of the right tourism policies and standards and the transfer and implementation of best practices</li> </ul>  |      |   |    |    |    |    |

| Disaster Response                                |  | SDGs | 11 | 13 | 15 |
|--|--|------|----|----|----|
| <b>Recommendations</b>                           | <ul style="list-style-type: none"> <li>- Redefine disaster from ‘one-off events’ to ‘disaster as outcome’</li> <li>- Rethink how to mobilise people around disaster response following the new defini-tion</li> <li>- Redefine how preparedness is measured (to include well-being)- Reimagine the intent of disaster response- Rebuild disaster response resource pools, by developing an omni-platform campaign to mobilise individuals, corporates, NGOs and government actors to invest resources to both respond and reinvent as part of disaster response</li> </ul> |      |    |    |    |
| <b>Multi-stakeholder collaboration solutions</b> | <ul style="list-style-type: none"> <li>- Create an Alliance of Equals: build country and region-wide ‘Do teams’ connecting NGOs, corporates, academics and SE’s</li> <li>- Use GARRD platform to regularly share insights with the community at large</li> </ul>   |      |    |    |    |

| Transforming Tourism                             |   | SDGs | 8 | 11 | 12 | 14 | 15 |
|--|---|------|---|----|----|----|----|
| <b>Urgency</b>                                   | A highly developed tourism sector has proven to lead to residents’ protests, impoverishment, and displacement; loss of economic diversity; and damage to the environment, cul-tural and natural heritage and community life, while increasing the risk of climate change. At the same time tourism, prior to COVID-19, grows faster than global GDP and is responsible for 1 out of 4 new jobs created in the past 5 years  |      |   |    |    |    |    |
| <b>Recommendations</b>                           | Facilitate the adoption of new tourism KPIs and standards<br>Increase the retention of tourism revenue and the distribution of economic benefit<br>Switch from mass-marketing to management and smart marketing   |      |   |    |    |    |    |
| <b>Multi-stakeholder collaboration solutions</b> | <ul style="list-style-type: none"> <li>Co-design policies and programmes with selected travel and tourism practitioners who have proven to have the benefit of people, places and the planet at their</li> <li>Establish systems, infrastructures, and resources to ensure the exchange and transfer of travel and tourism best practices and new models between geographies and sectors.</li> <li>- Create multi-stakeholder observatory groups at the local, national, regional and UN level in charge of monitoring the adoption and enforcement of tourism policies and standards and the transfer and implementation of best practices to ensure that the tourism industry has a net positive impact on our economies, communities, environment and cultures.</li> </ul> |      |   |    |    |    |    |

## Climate

SDGs 13 6 7 11 12 14 15

### Urgency

GHG dropped 6% due to COVID-19, but once economy begins to recover, emissions are expected to return to higher levels.

1. Sustainable living in cities and built environment: citizens of wealthier nations are consuming and polluting at 3-5x the sustainable level
2. Rural mobility: more than a billion people in rural areas in developing nations lack access to reliable roads and affordable transportation
3. Oceans: 100m people in the global south rely on oceans for livelihoods and food, while ocean health declines and coral reefs are lost
4. Forests: the world lost a football pitch of primary forest every 6 seconds in 2019 GHG dropped 6% due to COVID-19, but once economy begins to recover, emissions are expected to return to higher levels.

### Recommendations

- Design the built environment and cities in a way that makes it easy to live a zero carbon, sustainable life by e.g. national and city building control and planning policies, building energy efficiency retrofit programmes and co-creation of green recovery plans with citizens
- Resolution and an amendment to the SDGs to embed rural mobility across them and to recognise the right to mobility.
- Facilitate a (new) global compact to eliminate import duties on bicycles, esp for those targeting the base of the pyramid.
- Protect oceans by accelerating locally-led marine conservation, making small-scale fishery sustainable along the value chain and unlock more funding
- Stop deforestation by requiring restrictive regulation, supporting Sustainable Forest Plans and urban forests
- Ensure that economic incentives such as taxes and subsidies work for planet and people
- Measure what matters, from GDP to well-being
- Empower local citizens to shape their communities and livelihoods
- Localise supply chains and economies and use technology to enable that

### Multi-stakeholder collaboration solutions

- Sustainable living in cities and built environment: One Planet Network Sustainable Buildings and Construction Group and the Green Building Council networks can be used to enable sustainable living around the world
- Rural mobility: promote multi-sector partnerships.

## Corruption

SDGs 16 8

### Urgency

Corruption undermines progress on all SDGs. The IMF finds that corruption reduces global tax revenues by \$1 trillion annually.

### Recommendations

- Review SDG 16 annually at the HLPF, given its cross-cutting nature (UN)
- Include non-official data sources alongside government data sources in monitoring of SDG 16 implementation (UN)
- Assess the integrity of the system intended to deliver when analysing the implementation of any SDG (UN)
- Highlight the importance of transparency and accountability of COVID-related public spending in the HLPF (UN)
- Encourage the private sector to address accountability issues that businesses create around corruption, especially in relation to COVID-related spending
- Support the engagement of and oversight by citizens of all COVID-19 related processes.

### Multi-stakeholder collaboration solutions

- Establish a coalition of civil society, business leaders, social entrepreneurs, government, donors and multilateral institutions to fight corruption

## Social Cohesion & Peace

SDGs 16 1 2 3 4 5 6 7 8 10 11

**Urgency** COVID-19 has laid bare the extraordinary dangers that divided and unequal societies face in the modern, globally-connected world. Countries with the greatest pre-existing inequities and division have been the ones who have suffered the worst public health and economic outcomes.

**Recommendations**

- Maintain general sentiments of social solidarity in cities and societies
- Re-build communities to be more cohesive and resilient in the wake of the pandemic
- Reform or replace policies and institutions that maintain structural racism or exclude and/or oppress black, indigenous, people of color, immigrants and other marginalised people across the world
- Reduce racism, prejudice, and fear of the other through extensive communications and direct contact campaigns
- Build local templates for cohesion, inclusion, and structural change that can be scaled throughout the world
- Make it more likely that social cohesion and inclusion become the norm for communities and societies post-COVID-19

## Changing Funding Systems

SDGs 17

**Urgency** The dominant funding paradigm of safe-bets and business as usual hinders the advancement of the SDGs. We need to address entrenched power dynamics and embrace radical collaboration to create sustainable systems.

**Recommendations**

- Ease client evaluation by creating a database of surveys on socio-cultural and environmental challenges, collected by social entrepreneurs, that can be accessed by funding agencies
- Co-create solutions with all stakeholders to enable better linkages and/or adoption by the public sector to increase sustainability
- Make sure funders prioritise system change interventions that demonstrate self-sustainability is built in from outset
- Adopt an economies ecosystem approach, finding an equilibrium between new economies and for profit models
- Develop New Economies collaboration spaces, addressing challenges of scaling and capitalisation
- Develop the field of Systemic Change Investing, complementing traditions of return on investment
- Support Evaluation-as-learning for Course Correction Cycles

**Multi-stakeholder collaboration solutions**

- Establish R&D Fund for Humanity; a new participatory co-lab design space that incentivises radical collaboration, leading to the effective prioritisation for new financing. Findings should be openly accessible and can be used as effective tools for advocating policy level changes
- Set up System Change/Entrepreneurial/Innovation Collaboration Fund to spread proven system change successes from one country/state/setting to another

## Client-Driven Evaluations

SDGs 17

**Urgency**

- Lack of right metrics and data to monitor performance in achieving the SDGs is key obstacle to advancing on the SDGs
- Top-down goals and target-setting are hindering effective bottom-up implementation of SDGs

**Recommendations**

- Create the opportunity for clients to co-create the standards and metrics against which the success of a project meant to improve their lives is going to be assessed
- Ensure free, open, universal and easy access for clients to all key documents about a project that is meant to benefit them
- Establish tools for clients that enable them to assess and report on the extent to which they are receiving what they were meant to receive
- Secure redress for clients where these commitments are not met

**Multi-stakeholder collaboration solutions**

- Establish collaborative efforts for COVID-19 response and recovery
- Set up collaboration with those organisations that are integrating the Core Humanitarian Standard principles into the core of their work

# Conclusion: The Time to Change the System is Now

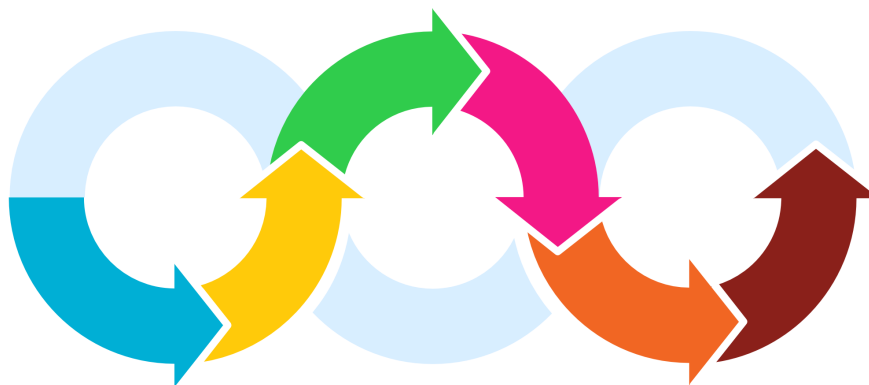
In the midst of the worst crisis in most of our lifetimes, we have come together as social entrepreneurs to write this optimistic report. We are hopeful that the world can emerge this crisis stronger than it entered it, on a path to achieve the SDGs.

To justify this hope, we need to embark together on transformational systems change. The time to change the system is now.

In this report we have set out several high-level recommendations along with dozens of ideas produced by our working groups. Many of these ideas are already proven or can easily be made “shovel ready” and we are continuing to work 24/7 on developing the rest. We social entrepreneurs are here and ready to serve and partner with others to get this work done.

***“In this report we have set out several high-level recommendations along with dozens of ideas produced by our working groups.”***

This crisis is demanding a great deal from our leaders. We do not envy them their present responsibilities and choices. But history will judge the decisions they make now. This report makes it clear that this crisis is an opportunity to tackle deep systemic failures and end historic injustices and inequalities. We call on our leaders to seize this chance to put the world on track for the inclusive and sustainably prosperous future we all desire.



# Annexures



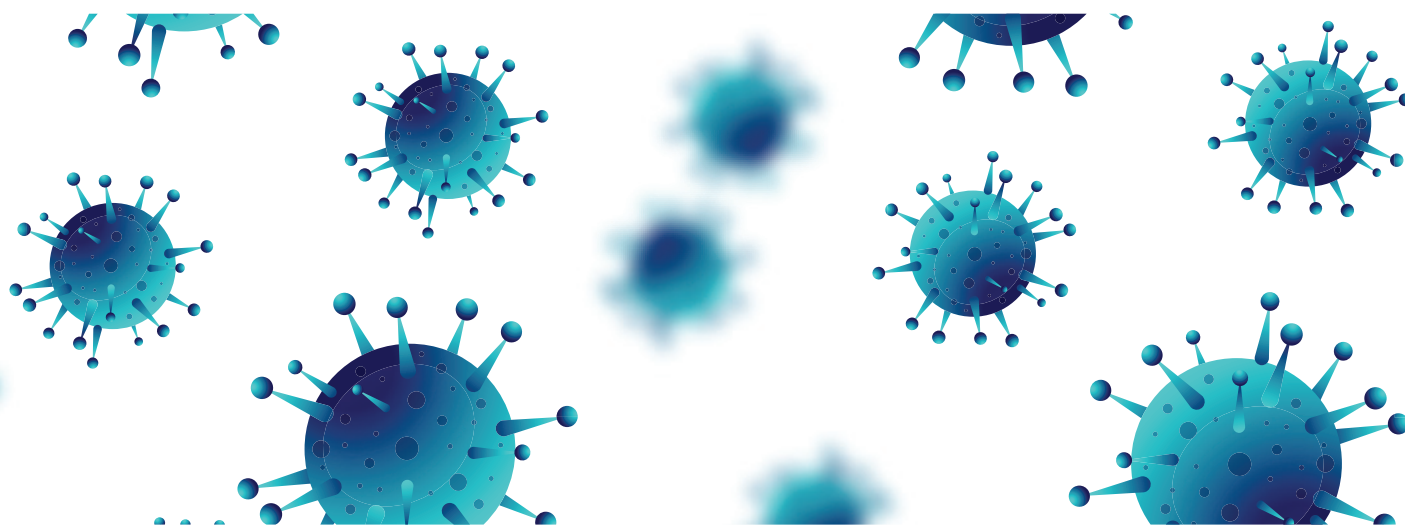


# Annex 1: COVID-19 response by members

As referenced in Chapter 2, “COVID-19 and the SDGs”, Catalyst 2030 member organisations have been heavily involved in the Covid-19 response globally. What follows is a small sampling of their efforts.

For more complete information on all of these and many more social enterprises’ response to the pandemic, visit the websites of Catalyst 2030 network partners:

[www.ashoka.org](http://www.ashoka.org)  
[www.echoinggreen.org](http://www.echoinggreen.org)  
[www.schwab.org](http://www.schwab.org)  
[www.skoll.org](http://www.skoll.org)



## **Accountability Counsel, USA**

Accountability Counsel partners with communities harmed by international finance and development projects to hold international institutions and corporations accountable and to develop new accountability systems where none exist. They have witnessed an unprecedented pace and volume of money flowing through international finance systems and recognise the critical need to ensure transparency and accountability of these financial flows to ensure that the money is delivered where it’s needed – and doesn’t undermine the rights of the people the funds are intended to serve. Their team has released a blog highlighting methods to keep funds grounded in rights-based relationships and are working with government officials, development banks and the private sector to advance accountability of COVID-19 funds.

## **Aliento, USA**

Aliento is supporting the wellbeing of DACA/undocumented and mixed status families with relief/support checks, mental health resources, and important updates. It has published a resource guide for COVID-19 which includes information on USCIS closures, guidance on applying for unemployment insurance using the CARES Act and how to complete the census. In response to the exclusion of DACA/undocumented and mixed status families from receiving federal relief, Aliento is fundraising to cover costs of rent and utilities of those in need with \$500 support checks.

## **Alison, Ireland**

Free Coronavirus course in 100+ languages worldwide with the help of its membership. 200,000+ people have taken the course already

## **Altibbi, Jordan**

Altibbi has launched Corona helpline in collaboration with the Jordan’s Ministry of Health, sponsored by Hikma Pharmaceuticals. The Corona Hotline (111) is available to all Jordanians.

### **Bridge for Billions, Spain**

Bridge for Billions is activating young people and local organisations to prototype solutions and launch enterprises that set an example for “the new normal” post-COVID economy. It is also working with 20 universities and youth organisations to create #JobGenerators spaces. These generate innovation-based and purpose-driven enterprises and trainers for digital technologies that support entrepreneurs. Free support is also offered for social enterprises that offer solutions to the COVID-19 crisis. In addition, the platform is available to universities for online teaching.

### **Conserve India, India**

Manufacturing masks supporting micro small and medium enterprise businesses.

### **Designathon Works, Netherlands**

Online educational materials for children aged 7 to 12 years to create solutions to worldwide problems at home using the Designathon thinking method. The projects are available in English and Dutch with guidelines for teachers on how to host online project classes for parents and caregivers to do at home.

### **DipDeep, USA**

DigDeep is working on getting clean, running water to families as more than two million Americans can't wash their hands because they do not have running water at home.

### **Dimagi, USA**

Launched app template for case reporting and contact tracing using the WHO protocol, pro bono subscriptions. Building comprehensive solutions for self-reporting, supply chains and laboratories. Sharing resources via COVID-19 Response wiki. The app is available in French, Portuguese, and Spanish.

### **Disaster Accountability Project, USA**

Disaster Accountability Project is advocating for policymakers to address gaps and improve the US response and curated growing, global “how to help” lists to elevate the visibility of local NGOs around the world and their role on the front-line of the response to COVID-19.

### **DOT, Canada**

DOT established a COVID-19 real-time online resource facility to track and share all international and local country communications, on-the-ground status, and local advisories and restrictions that are relevant to the DOT network. They are stimulating dialogue around ways of accelerating the scale of digital education and virtual group work amongst youth and young women as well as focusing on human factors such as wellness, pulling together, building resilience, maximising personal and group assets in the face of challenge and distancing/self-isolating in different cultural contexts, etc.

### **Duke University Center for Social Entrepreneurship, USA**

See the crowdsourced Covid Capital resources that was tracked by Duke U Center for Social Entrepreneurship. <https://www.covidcap.com/>

### **Estación Vital S.A., Nicaragua.**

Telemedicine support for nutritional and psychological health services: at this critical time to areas without adequate services

### **Ethno Medizinisches Zentrum, Germany**

Providing health information in 15 languages.

### **Every Infant Matters, India**

Every Infant Matters (EIM) is carrying out COVID-19 relief in five Indian states, Kenya and Nigeria. They are distributing essential personal protective equipment (PPE) to front line health workers in government hospitals, private hospitals and medical colleges, to doctors and nurses, and to lower paid hospital staff. They have donated thousands of N-95 masks, sanitiser, protective goggles and face shields. Food and groceries have been distributed to migrant workers and to jobless tribal communities. Safety of the police force is assured by giving face shields, masks, hand sanitiser to those working in Delhi and Uttar Pradesh. EIM is providing deworming tablets, Vitamin A and prenatal vitamins in health camps for migrant workers

and prenatal vitamins to COVID-19 positive pregnant women in a large government hospital. In Kenya and Nigeria, they are distributing soap, sanitiser, sanitary napkins and food to slum dwellers and the homeless.

### **First Book, USA**

Since the closures began, nearly two million books (and counting) have been deployed to emergency feeding sites, homeless shelters and other programmes.

### **Fourth Sector Group, USA**

Primary focus is on public policy, helping governments make more enlightened policy choices that address the systemic challenges at the root of the crisis.

### **Freedom for Immigrants, USA**

Freedom for Immigrants is deeply concerned that the government's response to COVID-19 will only result in more harm to vulnerable populations inside jails and prisons, especially US Immigration and Customs Enforcement Fellow: ICE detention centers. Along with a coalition of partners, they are mobilising a national advocacy campaign for the immediate release of individuals from these centers.

### **Fundacion Capital, Mexico**

Activated their virtual assistant 'ConHector' to continue promoting economic citizenship, in particular on financial health, targeting the most vulnerable population at the base of the pyramid. ConHector provides official information on the pandemic, practical health and psychological advice and relevant information, including economic opportunities at the local level. The interaction with the technology works as an agency builder bridging the digital gap. Accompaniment of issues of financial resilience – managing finances in times of crisis. Information at the local level, especially in the context of economic opportunities. Incentivised digital payments as a means to contribute to financial inclusion and decrease the use of cash. Provides practical information about how to prevent and act in case of gender-based violence and reduce the stress generated by the quarantine and confinement.

### **Fundación Paraguaya, Paraguay**

Developing new ways to deliver microfinance loans to those who are extremely poor and vulnerable and has been able to reach more than 3500 village banks and 70 000 microenterprises. Replaced its financial literacy training programs for distance-learning Dengue Fever with COVID-19 awareness classes as well as classes on understanding fake news.

### **Future Foundations, UK**

Future Foundations has curated free resources for schools, parents and educators to help with home-learning; ran a global online conference for 500 young people and 150 educators on the Global Goals launched with Innovate UK, a free online summer programme teaching about leadership and the SDGs, for people aged 11 to 15, in response to COVID-19.

### **Glasswing, El Salvador**

Providing mental health support (psychological first aid, stress management, self-care tips) to frontline personnel, both remotely and through health teams. Community health teams educate local communities about prevention and early detection. Responding to requests from the Ministry of Health for protective supplies for frontline health workers and equipment for hospitals. Conducting ongoing telephone and digital outreach to support children and young people enrolled in its programme. Providing basic food needs for families in dire conditions and offering trauma and mental health support.

### **Goonj, India**

Responding to COVID-19 in India, Goonj, has deep and diverse two-decade disaster response experience and a well-established urban and rural multi-stakeholder network. This enabled a rapid delivery of 2.2 million kg of ration and relief kits, including 1.2 million kg of fruits and vegetables sourced from the farmers to affected families in neglected urban and rural communities. Rapid support of 360+ urban and rural partner grassroots organisations in their small and large localised relief efforts in 25 states. Goonj is moving from charity to dignity by using relief material as a resource to mobilise, motivate and empower rural communities to solve their own neglected issues like making bamboo bridges and repairing roads

under its Dignity for Work initiative. Given India's escalating rural poverty, especially post-COVID-19, Goonj has also started work on its time-tested rural livelihood model, Vaapsi (meaning restoring back) embedded in evolving localised occupations by mapping what people know, have and can do, and their aspirations for a better life. Goonj plans to reach 200,000 families with this initiative, largely in areas experiencing rural to urban migration.

### **Groupe SOS, France**

"Inventing the World After" Citizen Agenda gathers ideas from civil society to build the post-crisis world.

### **Health Care Without Harm, Belgium**

Health Care Without Harm (HCWH) provides guidance to healthcare partners on responsible waste management, safe disinfectants and reusable equipment during the COVID crisis. HCWH is also partnering with hospitals and food banks in US communities to deliver food to people in need. Additionally, the organisation is hosting webinars on the links between COVID and the climate crisis.

### **High Resolves, USA**

High Resolves has developed a platform together with 30 other organisations named Composer. It seeks to be a place for educators to access the world's best citizenship education resources from more than 30 content providers. The digital platform uses learning science to curate and sequence this content and to guide educators through curriculum planning that they believe can work for every individual classroom or informal learning environment. It is a one-stop shop for curricula and resources in citizenship education that enables educators to receive guidance/support in crafting individually tailored, high quality remote learning experiences. A collaborative effort between 32 organizations work to create and disseminate content that covers civic learning, social emotional learning, global competence and social justice. Their tools include web lessons, interactive simulations, experiential games and guides for discussion and reflection.

### **Industree, India**

Industree has built and executed an awareness programme that defines safety measures which are translated into local languages with pictorial representations of the hygiene instructions communities. Team leaders remain in continuous touch with communities through phone calls and SMS to flag health issues. Industree is working with insurance agencies to add COVID-19 to the list of ailments. It is proposing developing short curriculums to help producers to continue their skill development in their respective value chain from home and enhance their entrepreneurship skills, whilst protecting its frontline professional service staff. A business continuity plan for those producers already trained and working on production is being developed. It is offering services of an atomised learning curriculum, delivered by phone, for ongoing livelihoods in the informal sector for India, Africa and Latin America. It is offering a virtual accelerator programme to scale social entrepreneurs in the creative manufacturing and agriculture livelihood building space. It is a 100% virtual course called Regeneearth for entrepreneurs from any country to participate in. It enables informal sector producers to enter into formal livelihoods, through the ongoing crisis and flourish post-crisis.

### **Institute for the Development of Social Investment, Brazil**

Institute for the Development of Social Investment (IDIS) has led to the creation of an emergency fund to strengthen Brazil's public health system. With partners in philanthropy, Movimento Bem Maior (founded by three Brazilian philanthropists, including Elie Horn, the only Brazilian member of the Giving Pledge) and BSocial, a prominent local giving platform, the 'Fundo Emergencial para a Saúde - Coronavírus Brasil' (Emergency Health Fund - Coronavirus Brazil) was launched in March. It has raised over \$7 million by partnering with the private sector and philanthropists. The fund works with a Medical Technical Committee to support the decisions on the most strategic grants. Over 50 non-profit hospitals and research and test producers will benefit, strengthening the public health system in the country.

### **Instituto Maniva, Brazil**

Instituto Maniva facilitates direct exchanges between farmers and consumers because restaurants are mostly closed during the pandemic. Instituto Maniva also advocates for small-holder and organic farms, as well as agroecological associations.

### **International Bridges to Justice, Switzerland**

Since COVID-19's inception, IBJ programmes have worked with Ministries of Justice, bar associations and prisons worldwide to respond to urgent needs. In Sri Lanka, with 60,000 arrested for curfew violations, IBJ's advocacy and early provision of lawyers have contributed to the early release of thousands. In Burundi, with the country's dangerously overcrowded prisons closed, IBJ negotiated with the Director General of Prisons to allow legal defenders access countrywide. In India, a case filed by IBJ's Country Director with the Supreme Court contributed to the release of thousands of prisoners and the decongestion of prisons to prevent virus spread. In Myanmar, IBJ's 5 Justice Centers provide 24/7 emergency legal representation and lobby government to limit arrests, reduce detainee numbers, and maintain court functions. In northwest Syria, IBJ's 30 lawyers have formed a task force with the interim Minister of Justice to keep police stations and prisons in check during the pandemic.

### **Landesa, USA**

Landesa is helping to provide resources and expertise for local partners on the frontlines of this global health crisis. In Liberia, we use our nationally broadcast radio programme to educate the public on health, hygiene and social-distancing measures to prevent the transmission of the virus. In Tanzania, we're adapting a mobile application, Law On Your Palm, which connects rural women with access to legal services, to be used to share information about COVID-19. In Myanmar, Landesa is equipping the Forest Department with protective masks and gloves for use by department staff carrying out essential fieldwork.

### **Last Mile Health, USA.**

As learned during the West African Ebola outbreak, primary healthcare services are often interrupted or even suspended during times of crisis. Last Mile Health is deeply committed to supporting its local partners to prepare for and respond to the spread of COVID-19 and ensure health workers can keep safe and keep serving their communities.

### **Lifeline Energy, South Africa**

The world's only nonprofit designer and manufacturer of radios and MP3 players, Lifeline Energy is providing tens of thousands of solar and wind-up radios in various African countries. The fit-for-purpose radios offer sustainable access to school lessons and information on COVID-19 prevention and care. Major issues are misinformation and lack of any access to information, especially amongst rural African populations, where not everyone owns a mobile phone. Many rural households lack electricity or money for batteries. Radio remains the most trusted communication medium in Africa.

### **Nisaa FM, Palestine**

Working with formal and non-formal sectors focusing on the crisis through open wave radio programmes. Conducted interviews with officials on containing the pandemic locally and with support groups on different levels to provide support and assistance to cases of COVID-19. Nisaa FM has also interviewed with patients of COVID-19 and how they cope in quarantine. Media tools are used to help raise awareness through connecting countries and experiences.

### **Operation ASHA, India**

In an effort to dispel fears, myths and panic related to COVID-19, hospital staff and patients have a number to call for three evening hours. Operation AHSA is distributing masks, food, soaps and sanitisers to the homeless in New Delhi and to women and children in remote part of Northeast India where there is no access to healthcare. Provides online medical case histories using technology to those who need a doctor. Tuberculosis patients are immensely frightened of COVID. The Operation ASHA team are dispelling myths, promoting government guidelines to protect thousands of TB patients and their families from contracting the coronavirus. It is also implementing its core programme of education, awareness, detection and treatment of TB, while following government guidelines of social distancing.

### **Project ECHO, USA/global**

Providing online training for frontline workers across the world in partnership with CDC and other governments. Project ECHO democratizes life-saving medical knowledge — linking experts at centralised institutions with regional, local and community-based workforces. The model leverages digital technology to engage local healthcare workers and public health officials in knowledge-sharing and case-based learning. The ECHO model has demonstrated its ability to scale globally, growing in 17 years from



a single programme at the University of New Mexico to a worldwide movement including over 400 organisations across 40 countries. Our programmes in prevention and care cover 74 health focus areas, including HIV, hepatitis C and child health in countries such as India, Namibia, Kenya, and Vietnam ECHO programmes. Project ECHO recently shifted its focus to COVID-19 and has engaged and trained more than 500,000 health care professionals globally on COVID-19 learnings.

### **Riders for Health, UK**

Riders for Health is transporting tests from test sites to labs across Africa, as an addition to their normal service of transporting HIV, TB and malaria samples. They are involved with contact tracing as people want to return to their homelands and the borders are porous. In Lesotho they are supporting environmental and public health officers to reach last mile communities with information about the COVID-19 and how to prevent its spread, as well as supporting health workers, midwives and public health workers with supplies and food given the strain on the poor communities. Currently, they are testing a new app in Lesotho for rapid contact tracing.

### **Saúde Criança, Brazil**

Providing support to vulnerable families for food assistance, medical and psychological care, nutrition and social and legal assistance.

### **ShonaQuip, South Africa**

Manufacturing multiple use, full-face respirators to protect vulnerable people, healthcare workers and other essential staff from COVID-19 using an open source design from Southampton University in the UK.

### **Social Progress Imperative, USA**

Working on Covid-19 [Vulnerability mapping](#) for the 500 largest cities in the US.

### **Societal Platform, India**

Advising 10 Societal Platforms on how to support/pivot in the wake of Covid-10 especially focusing on the communities they serve. Advising startups under 2 incubators that Sanjay mentors: N/Core and equilibrium on how to deal with and respond to the Covid-19 situation. Organising resources/making connections for social entrepreneurs who are fighting the Covid-19 situation. Sounding board for innovative ideas or risk mitigation response

### **Socion, USA**

Socion has launched a software platform that helps in building the capacity of practitioners globally and support to host sessions where CDC experts provide subject matter expertise around infection prevention and control, testing and epidemiology to over 2000 health professionals in more than 20 countries across Asia and Africa. This platform enables mechanisms by which partners can communicate with their practitioner network globally to inform them of critical updates and provide links to local services and partners who can help with resources they may need. It acts as a channel to provide practitioners access to training sessions and access to experts when dealing with a wide variety of challenges. It also offers free services and licenses until the end of 2020 to anyone who is doing anything to help people impacted by the current crisis.

### **Square Circle, UK**

Square Circle (SC) is piloting an online service offering diversity and inclusion training designed and delivered by UK job seekers. These services are offered via one-to-one online chats to make paid work opportunities available to job seekers during this time. SC has a collective marketing campaign for UK early-stage social enterprises and has secured pro-bono marketing services from the private sector to promote its online services. A crowdfunder is making its services free to charity and social enterprises. It also supports a UK family office which donates funds into a local emergency Covid-Fund, is connected in the UK's early stage social enterprise ecosystem and impact investing community.

### **Study Hall Educational Foundation, India**

Study Hall Educational Foundation (SHEF) is conducting virtual classes using also mobile phones. Teachers connect with their students by phone to determine how they are coping. Many are children of migrant labourers who have lost their jobs. SHEF tries to link the most vulnerable with government relief

schemes. 400 staff have donated at least one day's salary to establish a relief fund. SHEF maintains a repository of 2000 free classroom videos which are offered to other organisations, including the Education Ministry of Bhutan and girl's education leaders in Pakistan, Nepal and Bangladesh.

### **Supply Change, UK**

Supply Change is an open source platform allowing government, local authority and private sector to [procure](#) from social impact organisations.

### **TAAP Foundation, Colombia**

TAAP Foundation is helping breadwinners who lost their jobs with food and housing using a tech platform from the delivery business to undertake fundraising and share resources to those most in need. TAPP is supporting entrepreneurs in crisis in rural areas. It is using a trading platform to connect them with clients and providers to exchange services and products. TAAP also offers online meditation sessions, training in cognitive wellbeing and information on how to use art (particularly weaving) and creativity for wellbeing and to develop alternative thinking.

### **The Alternative UK, UK**

The Alternative UK produces The Daily and Weekly Alternative which showcases solutions to the multiple crises that are not covered by the mainstream press. It connects people facing mental health problems due to isolation with online counselling and therapy. A new online tool is being developed to capture the changes that are happening in real time to avoid slipping back to business as usual. The Alternative's focus has been on how to build Citizen Action Networks combining the skills and resources from across the community such as tools, training for participation, deliberation and decision making to enhance self-organising.

### **TOSTAN, West Africa**

Tostan is applying its social norms and changing strengths to prevent the spread of COVID-19 in communities across our five countries of operation. Local staff work with religious leaders and elders to create new norms to reduce social behaviors known to transmit the virus. It is also co-developing and distributing lifesaving information in local languages via print media, radio, and culturally relevant videos. Tostan's staff understand how to address and shift socially-conscripted behaviours that have consequences and also disseminate lifesaving information to thousands of people in multiple languages. Facilitators, supervisors and national coordinators all provide updates as to the development of the situation locally.

### **True Footprint, UK**

True Footprint is exploring the possibility of deploying its FieldApp in the context of COVID-19 by approaching the Global Fund to Fight AIDS, TB and Malaria. It is offering deployment of their FieldApp with relevant partners and have helped first responders, the general public and specific at-risk groups to report on problems and solutions to issues they are facing with the Covid response.

### **Utopia, USA**

Utopia is collaborating with partners to distribute masks and medical goods.

### **Village Reach, USA**

VillageReach is partnering with Ministries of Health in DRC, Malawi and Mozambique to expand its health centre by phone platform to disseminate consistent, accurate information for virus prevention and treatment. The platform is further being used to provide remote training to health workers about the symptoms, spread and prevention of COVID-19. VillageReach advocates for the inclusion of community health worker personal protective equipment (PPE) in country forecasts and works with partners to secure PPE for frontline health workers.

### **Water For People, USA**

Water For People helps develop sustainable water and sanitation services in Africa, Latin America and India through its innovative approach to development. It brings together local entrepreneurs, technology, governments, and communities to create quality, reliable and lasting systems and services. For COVID-19,



Water For People teams have been providing resources and technical assistance to district WASH offices. This includes the creation and wider promotion of appropriate handwashing messaging, supporting district WASH offices to guarantee WASH service provision in rural areas, national WASH Readiness - Response - Resiliency plans for COVID-19 and collaborating with Ministries of Health to provide handwashing facilities in prioritised locations.

### **We Love Reading, Jordan**

We Love Reading (WLR) is a programme that changes mindsets through reading to create changemakers. During COVID-19, WLR offers the training programme free online in English and Arabic so that local volunteers and parents can adopt it at home. There is a mobile app to connect all WLR ambassadors globally to share stories and support each other, creating a global network of changemakers. Worldwide, the majority of children do not read for fun. Therefore, they do not reap the benefits of reading such as widening the imagination, growing vocabulary, increasing empathy, building confidence and resilience. Reading for fun becomes a placeholder until learning can go back to normal. For some, this programme is the only way of learning during the ongoing crisis.

### **Whole Child, USA**

Whole Child International is supporting families and residential centres with the difficult task of caring for children in lockdown. Using virtual training and mentoring of existing government specialist staff, who then reach out directly to caregivers, we are providing knowledge, skills and emotional support as well as linking them to further services. The model enables low-dose, high-frequency interactions with members of the network, keeping it interactive to give participants an opportunity to discuss cases, needs, share ideas, and resolve challenges.

### **World Bicycle Relief, USA**

World Bicycle Relief's COVID response ramped up health programming and contributed 2,500 bicycles to frontline healthcare workers with Kenya Red Cross and other partners in Malawi, Zambia, Zimbabwe and Colombia to support preparation, response and recovery from the impact of the public health crisis.

### **World Economic Forum**

Released a [COVID Action Platform](#) and COVID Response Alliance for Social Entrepreneurs.

### **Worldreader, Spain**

Worldreader provides digital reading solutions for both children and youth utilising a highly scalable approach that has seen them reach more than 14 million people. In response to COVID-19, it has launched two mobile applications aimed at pre/primary school children and also youth to keep these groups reading while schools are closed. Local digital books are provided free of charge in sub-Saharan Africa, India, Middle East and South America. Worldreader has impacted more than 420,000 persons since the outset of the COVID-19 pandemic. Once schools are open again, even temporarily, Worldreader will return to also providing curriculum aligned content for in-school implementation.



# Annex 2: Case studies of organisations following Client-centric and Systemic Intervention Models

The case studies that follow are some examples of organisations that follow the people/community centric intervention model, the systemic change intervention model and as well as a blended intervention model of the two. This list is in no way meant to be exhaustive and the author recognises that there are many other initiatives that could also be recognised.

## **Aflatoun**

Aflatoun International provides children and young people with social and financial education. Through balancing social learning and financial concepts, the Aflatoun programmes empower children to believe in themselves, know their rights and responsibilities, understand and practise saving and spending, and start their own enterprises. These can include organising social campaigns, setting up savings systems and starting small scale financial enterprises.

Through the notion of Social & Financial Education, children are empowered to make a positive change in their lives and in their communities, with the aim of ultimately leading them to breaking the cycle of poverty in which many find themselves. The Aflatoun programmes, consisting of Aflatot, Aflatoun and Aflateen, are currently implemented in 108 countries by its 345 partner organisations. Aflatoun International is annually reaching 10 million children around the world of which 60% are saving money. Aflatoun has developed its curricula in consultation with partner organisations and all are further contextualised to the local situation before being implemented. This process creates shared ownership throughout the entire network and a tremendous amount of buy-in.

## **ChildLine**

Childline traces its roots back to the very children it is dedicated to serving. In the initial design phase, street children were interviewed and brought into the process as they knew their own needs better than anyone. They stated the need for a uniform number across the whole of India as they were quite mobile, and 24-hour availability as many of the crises that compelled a child to seek help emerged at night. During the initial implementation, phones were being manned by street children, monthly quality surveys were being conducted and heavy outreach was being done to inform street children of the availability of this line. During all of this, collaboration was key as not everything could be done by Childline.

A network of 30 organisations, including universities, night shelters and resource and issue specific organisations launched Childline, leveraging the strengths of each partner. The model was able to scale very quickly thanks to this shared ownership, and when it reached critical mass the government of India implemented it nationwide. The government provided 90% of funding with the additional 10% for advocacy being contributed through donations. Currently more than 900 organisations are directly involved in Childline and more than 5000 indirectly. Childline has helped drive policy and enact laws for child protection in the country. Rather than creating a global organisation, Childline worked with UNICEF and many partners around the world to replicate the model, with leadership at Childline moving to the background often brokering crucial relationships and allowing other key people to lead the global movement. Contextualisation and localisation allowed the concept to adapt and further reinforced shared ownership, now at a global scale.

## **Association for support to entrepreneurship development**

Association for support to entrepreneurship development (ASAFE) is a social enterprise created more than 25 years ago to take care of entrepreneurship development within the female and less privileged psyche of the population in Cameroon and the Central African Region. ASAFE developed Adapted Management programmes for its target to equip them with the basic management task of their business. ASAFE further initiated and put in place a special and innovative microfinance scheme for its target group. Today, many of its 6,000 members have since moved from petty trading activities to SMEs. This has enabled ASAFE to win many national and international awards and its leadership playing advisory role in many global institutions.

It works at developing entrepreneurship, inciting wealth creation; alleviating poverty and the stymieing of rural exodus. The overall goal is to stem the tide of the economic shock of post COVID-19 that appears more deadly than the virus itself; lockdowns having been the catalyst. The project is built around very little investment in Mushroom growing, Yam farming and Poultry. The most important capital for any investor here is a piece of land or a large yard in the family dwelling. ASAFE provides the seedlings, small running capital and trainings in carrying out the activities.

To develop mutual problem solving, ASAFE has created a WhatsApp platform for networking between the different farmers, the technical extension services of the government and the project Coordinator. For sustained income, ASAFE has prospected and secured markets for the farmers in large cities. Reimbursement is done by the farmers giving in a share of their production that is later on handed to new members. This helps to increase the number of people involved as well as widen the economic base of the project.

Today, the Inclusive Sustaining Growth project is operational in four villages in Central and Western Regions of Cameroon, providing steady income to more than 1,000 persons. The project has helped to keep children, who were out of school because of the lockdown, busy and away from societal hazards. Many villages are on the waiting list waiting to engage in products adapted to their ecosystems. During the pandemic ASAFE developed its “Inclusive Sustaining Growth” theory as an income generating project. Its aim was to strengthen the cohesion and financial autonomy of the less privileged people during this period of the Coronavirus epidemic and beyond.

### **ColaLife**

ColaLife is working at global level with the Diarrhoea Innovations Group (DIG) to highlight the risks to child health carried by the impact of COVID-19 on Primary Health Care Services in LMICs. ColaLife has successfully used evidence and practice from Zambia to change global policy at WHO, namely the WHO Essential Medicines List for diarrhoea treatment.

10 years’ work combining Human Centred Design with clients, new co-created value chains and distribution, collaboration and partnership resulted in an improved product and a self-sustaining, locally owned distribution chain for affordable diarrhoea treatment - lessons, data and intellectual property now freely offered globally for adoption and adaptation to local contexts. With potential gains in under-5 child survival now threatened by COVID-19’s disruptive effects on Primary Care in LMICs, ColaLife is working with DIG and wider stakeholders to ensure that opportunities to meet SDG targets for child health are not lost.

### **Centre for Nutritional Recovery and Education (CREN)**

CREN has pioneered new methods to tackle widespread youth malnutrition (obesity and undernutrition) in Brazil, Latin America and Africa. In partnership with Unifesp (Federal University of São Paulo), research conducted at CREN has transformed the way malnutrition is measured among young children. It has demonstrated the negative consequences of childhood undernutrition in adult life and its co-existence with obesity.. CREN addresses the problem through a holistic education method.

Within its three units in the state of São Paulo, CREN expands the conventional approach by not only undertaking medical and nutritional examinations, but also engaging children and their families in the whole treatment process as co-creators of the results to be achieved. Group workshops, home visiting and individual practices are used to make sure that the educational process will evolve into real changes in the families’ lifestyles. Thus far, the centre’s method has led to a long-term transformational impact. CREN also conducts theoretical and practical training with professionals of public schools and of the healthcare system, promotes active search of malnourished children in poor communities, and develops various strategies to prevent and fight youth malnutrition according to the needs of each particular reality.

With a qualified, knowledgeable staff and renowned impact measurement system, CREN has developed new methodologies that are widespread and used, such as: bringing nutritional education in child educational centres and involving adolescents in fighting malnutrition in their communities through interdisciplinary activities integrated into the school curriculum. In 2007, a CREN social franchise was founded in Alagoas, taking its expertise and methodologies to one of Brazil’s poorest states. In 2017, CREN established a partnership with the municipality of São Paulo to train health professionals from 230 health units. The project, The First 1000 Days: Educate, Care and Nourish for Life, will benefit 6,900 professionals and 500,000 families annually. CREN’s activities have benefited 7.5 million people, treated more than 149,000 children and trained 41,000 people since its establishment in 1994.

### **Dakshas**

When a marginalised human being presents at an orthopedic unit, where Dakshas is embedded, the unit goes the distance to ensure healthcare is delivered, free of financial constraints and conflicts. Tech-embedded protocols transfer 95% of treatment to primary care, saving 84% cost. Marginalised patients are matched to free capacity in partner centres, where Dakshas also plugs resource gaps at variable cost. Partner unit gets the credit; Dakshas foots the bill. The only criterion is that marginalised patients should trust the provider and stay in a general ward.

When a “client” comes in for treatment, we remember that at the end of the day we will step out of our clinics, hospitals and operation theatres to buy goods and services from them. Even if the “clients” are not productive, we share the same environment. Their marginalisation would be passed through our eroded ecology to us. So, the only way for us to benefit is to ensure that they are not marginalised.

Dakshas hopes to be the cost sink to transform healthcare business to follow Human Centric Design and Circular Economy where

- Human body is an asset whose year-on-year depreciation should be booked as cost
- Human bodies are porous, inextricably embedded in their environment and inseparable from each other, which implies that a client's liability is our liability also
- The only way to stem our body's depreciation, in an eroded ecology, is to reduce one's footprint and help another reduce theirs.

Dakshas's preliminary study shows (life)time is also as transactional as money. While we may earn money in isolation, in life we may only earn together. Sustainability = (QALY)<sup>n</sup>, the sum total of everyone's quality of life. It now seeks collaboration to study the impact of unsustainability on the human pace of aging, as defined by the Frailty Index.

Dakshas scaled up six times between 2018-2020, providing over 100,000 treatment sessions to 40,000 patients, over 210 surgeries, saved specialists 1500 working hours and was adopted by 12 external clinic partners. We plan to embed these practices onto technology platforms, open to all non-profit healthcare providers.

### Enda inter-arabe

Established 30 years ago in Tunisia, Enda inter-arabe promotes entrepreneurship as a lever of inclusive and transformative economic growth and social cohesion that brings innovative responses and solutions to social and environmental issues, partnering with the government, public, private and civil society. It advocates a sustainable change of the entrepreneurial education and training system. It supports inclusive business models, social justice and decent jobs creation, through adapted financial and non-financial support.

Enda inter-arabe educates, promotes awareness and engages a greater sense of ownership by communities. It operates in a systemic approach, leverages synergy at national and local level and allows knowledge co-construction through a highly transparent and collective learning process.

**Key figures:** 90% geographic coverage of the Tunisian territory, 900 000 Tunisian households supported, 400 000 active borrowers, 30 000 new ventures supported, \$1.8 billion in loans, 2 000 employees.

### Recognitions:

2020: 5-year YBI accreditation of entrepreneurship programmes  
2017: Sanabel's "Serving Youth" Award  
2015 & 2020: 1st MFI in MENA to obtain the "Smart Campaign" certification  
2015: 2nd institution in the world for its social performance by Planet Rating.

### Fair Trade USA

Fair Trade USA® is a non-profit organisation and the leading certifier of fair-trade products in North America. Its trusted Fair Trade Certified™ seal on a product signifies that it was made according to rigorous fair-trade standards that promote sustainable livelihoods and safe working conditions, protection of the environment, and strong, transparent supply chains. Rather than creating dependency on aid, Fair Trade USA's model empowers farmers, workers, and fishermen to fight poverty and earn additional money to improve their communities.

The Fair Trade Certified seal represents thousands of products, improving millions of lives, protecting land and waterways in 45 countries and counting. Purchases have sent \$740 million to farmers and workers since 1998. Recognised as a leading social venture by the Clinton Global Initiative, the Skoll Foundation, and Ashoka, Fair Trade USA also partners with foundations, non-profits, and industry leaders to innovate the fair-trade model and address critical challenges facing farmers, workers, and fishermen. Fair Trade USA standards promote and direct meaningful impact within six SDG areas: no poverty, gender equality, clean water and sanitation, decent work and economic growth, responsible consumption and production, and life below water.

Our Theory of Change frames a model built on four stakeholder journeys:

1. Resilient communities. We support producer and worker communities through stakeholder engagement, capacity building, and participatory and equitable decision making, all of which lead to increased social capital and community resilience.
2. Conscious consumers. We engage consumers by celebrating brands that sell Fair Trade certified products produced in the fair-trade process, as well as educating consumers to advocate for sustainable supply chains.
3. Prosperous individuals. We protect our workers, farmers, and fishermen through certification, auditing, and compliance with our standards which grant access to safe environments, additional capital and resources, and education along their fair-trade journey.
4. Mutually beneficial trade. We change industries and empower communities by educating our farms, factories, fisheries, and brands on responsible business practices and developing ethical supply chains.

## GROUPE SOS

Basing its actions on the fight against different forms of social exclusion, GROUPE SOS has diversified its activities over the years and is able today to provide solutions for people at all levels in society, and especially those with few or no resources. GROUPE SOS has aimed since its origins at using social innovation for providing solutions to the social issues of our times. By highlighting unnecessary costs and the ensuing wealth created, GROUPE SOS is able to show how certain expenses can allow significant savings to be made and in turn transformed into societal investments. Strengthened by its know-how and the management tools that it has developed, GROUPE SOS has incorporated numerous organisations over the years. They have all developed synergies, professionalised their activities and pooled their expenses. The challenges of tomorrow's economic, social and environmental issues can only be met through the joint efforts of public sector actors and the lucrative and non-lucrative private sector.

**Key figures:** 9 sectors of activity, 18000+ employees, 550 structures, €1 billion turnover.

## Industree

[Industree](#), [Vrutti](#), and [Platform Commons Foundation](#), Members of Catalyst 2030, through the Platform for Inclusive Entrepreneurship (PIE), create the opportunity for 100 million global artisans and farmers to reach prosperity by 2030. Active in India and Ethiopia, there are 1.33 million farmers and artisans on the platform, built on the principles of cooperation and collaboration, among civil society, government and business.

The 6 C framework is the backbone of PIE's first mile solutioning. Through enabling deep hand holding, PIE allows for collectivisation of marginal farmers and artisans, largely women, via Construct, with access to professional management services. This increases empowerment, enabling producers to enhance competitiveness and produce within sustainable frameworks, move up the value chain, supplying to organised markets, and make consumers aware.

Thus, the engine of a next Regenerative Economy is powered, by allowing the most vulnerable primary producers to live in their communities, and become economic actors without migration, working with processes that are not harmful to the planet. By adding on Capacity, (training, skill enhancement), Create (value addition and design), Channel (access to markets), Capital (working capital financing at substantially lower than micro-finance rates), the 6 C ecosystem completes itself with Connect. This is the digitisation of all curriculums, training materials, SOPs, designs, knowledge, technologies, onto PIE, within the Creative Commons, accessible to the first mile anywhere on the planet via their local governments or civil society, at no cost or costs that are affordable to them.

Global brands like Ikea are on board, helping to strengthen the ecosystem. During COVID-19 over the last two months, Industree has been able to support a collaborative in India, as a result of close learning from activities within Catalyst 2030, called Creative Dignity. This has a special focus on the artisanal support ecosystem in India, and has in barely seven weeks, with marginal resources, been able to garner more than a 1000 professionals to come together, [www.creativedignity.org](http://www.creativedignity.org). With Kearney offering pro bono services, the collaborative is meeting targets for Relief Fund raise, Rehabilitation via sales of unsold stocks, amounting to more than 20 M USD, and Rejuvenation, building a stronger voice for the sector with the Indian Government. The colab currently has access to 2,000 first mile producer groups across all Indian states, with access to a million producers.

## Landesa

The vast majority of the world's poorest people live in rural areas where land is the most important asset—the primary source of food, income, wealth, power, and status. Yet, globally, more than 600 million poor, rural women and men lack secure legal rights to land. The absence of land rights is at the root of their poverty. It prevents them from having a strong stake in society and blocks their best path to upward social and economic mobility. Women fare the worst. While providing much or even most of the agricultural labour in developing countries, they rarely own land, which is shown to result in less nourished and under-educated children, lower incomes, and more domestic abuse.

Over the past 20 years, several countries, such as China, Rwanda, and Ukraine, have made substantial system change steps that have provided legally secure land rights to hundreds of millions of poor households. Broadly speaking, the problem and possible solutions are gaining visibility among the global development community, creating the conditions for further national and sub-national system-changing reforms. These reforms are all the more critical as increasing agricultural investments, climate change, and expanding urban areas create heightened competition for and pressure on rural land - making smallholders with insecure land rights even more vulnerable to exploitation and displacement.



In short, the problem has persisted because many governments have not created and implemented the legal and institutional frameworks necessary to ensure broad-based and secure land rights. Moving governments from the status quo (current equilibrium) to effective reform (new equilibrium) requires system change that typically involves: social pressure from below; aware, motivated government policy makers who perceive positive net benefits from reform; well-designed, fit-to-purpose reform plans and sufficient government capacity and resources.

Landesa's systems change approach involves:

- Identifying country settings where large numbers are affected by the problem and typical pre-conditions for reform exist
- Developing close-working relationships with key government departments and potential champions
- Conducting diagnostic desk and field research to identify problems and necessary system-change steps
- Designing a menu of reform solutions, together with civil society actors and government
- Raising awareness around reform solutions with a multi-stakeholder approach
- Catalytically supporting government's reform implementation, including partnering with government, civil society and multilateral actors to develop scalable models for inclusive implementation.

Landesa has played an active part in system change reforms that have provided secure land rights and improved livelihoods to more than 120 million families.

### Poverty Stoplight

The Poverty Stoplight, designed by Fundación Paraguaya, activates the potential of individuals to eliminate poverty. It supports participants in gaining conscientisation of their situation and developing aspirations and action plans for improvement, while simultaneously providing organisations with information and tools to support those participants in affecting changes in the systems in which they live.

The Poverty Stoplight is a measurement tool and a methodology. It starts with a context-specific self-diagnosis survey of around 50 indicators of multidimensional poverty defined by text and visuals in three levels: extreme poverty (marked as red), poverty (marked as yellow), and no poverty (marked as green). Using the results of the survey, both the participant and the implementing organisation can look for sustainable ways to change the situation identified by the survey. Poverty Stoplight is used today by over 300 organisations in almost 30 countries.

### Project Schoolhouse

[Project Schoolhouse](#) focuses on Education, Clean Water and Sanitation in rural Nicaraguan communities. We work with communities that have identified both the problems they want to solve and the solutions to fix them. Our purpose is to facilitate projects that have real grassroots support and local buy-in that result in sustainable progress. By tackling education, water and sanitation issues simultaneously we help communities achieve more complete solutions to complex problems.

The typical recipient community is rural, lacks clean water and electricity, and lives far from a traversable road. Our in-country team has the patience and expertise necessary to solve the logistical challenges inherent in working in some of the most remote communities in Nicaragua. And, through our 15-year history, we have gained the trust and respect that comes from always following through on our commitments.

Our current multi-year project pipeline is built from applications by community leaders who are fully aware of the collaborative nature of our work and are eager to partner together. Project Schoolhouse provides the funds needed to purchase construction materials, logistical support in moving materials to the very remote regions, water-system design expertise and skilled builders to guide the projects. The communities provide all of the volunteer labour needed to build a school, water and sanitation solutions to every home in the community. Never again will children have to walk to collect surface water, water that oftentimes makes them too ill to go to school. Community participation approaches 100% on most projects. Communities are eager and willing to work for a better life for their children, with just a little help from Project Schoolhouse.

### Saúde e Alegria

Health and Happiness (Saúde e Alegria) works in the Brazilian Amazon Tapajós river basin. The objective is to support participatory and integrated processes of comprehensive and sustained community development, managed by the population itself. Starting with the most pressing needs and the inputs of residents, Health and Happiness seeks out simple solutions adapted to the available resources in the communities themselves. It has an interdisciplinary team of doctors, agronomists and educators from a range of areas who regularly visit the communities to pursue Integrated Development through activities devoted to community organisation, health, agro-forestry production and management, income generation, education, art and culture, gender, children and youth, popular communication and participatory research.

## Saúde Criança

Saúde Criança created and uses the social technology Family Action Plan (FAP) which provides a 360o social determinants of health roadmap to vulnerable families to overcome poverty. FAP includes a set of actions, with goals and execution deadlines built on a participatory-tailored approach by the SC team and each family, on the areas of health, citizenship, housing, income and education. All processes are registered in an IT monitoring system, and more that 150 indicators are evaluated on a monthly basis, so actions can be developed and monitored.

We have transformed the lives of more than 75k individuals in Brazil. From the individuals directly impacted from our work, we have scientific evidence of the medium- and long-term impact. From three to five years after discharge from our programme, family income practically doubled, and in the same period, hospital readmissions fell by 86%. While 28% of families when they are discharged have a home at the beginning of the programme, three to five years after discharge, 50% have their own home.

23 organisations were created using FAP in different regions of Brazil, and six of them are using a licence scheme to use our methodology. FAP became public policy in Belo Horizonte, the third biggest city in Brazil, in 2009. This experience has inspired other federal and local governments to adapt it to their needs. University of Maryland is currently conducting a study on the implementation of FAP in Baltimore, USA. We have also inspired social entrepreneurs who have taken the core of FAP to other continents, reaching over 500,000 people.

## Shonaquip Social Enterprise (SSE)

15% of the South African population has a disabilities and form some of the most vulnerable members of our communities, physically, socio-economically, and in terms of human rights violations.

The severe disconnect experienced by parents of children with disabilities and the networks of support in low resource communities should not be under-estimated. Not only do parents not have access to information, they too are the product of paternalistic and hierarchical and professional social structures. Networks of support, advocacy partners, and stakeholders have had limited contact and knowledge of the challenges faced by families of children with disabilities.

Shonaquip Social Enterprise builds long term, sustainable ecosystems for inclusion around these families. Evidence shows us that if we do not embrace an ecosystemic approach to inclusion, the existing siloed approach is simply not effective or sustainable. Our approach is fundamentally informed by the people we work with, resulting in an organisational process which has build ecosystems of support both inside, outside the organisation.

Our integrated systemic and evidence-based process considers indigenous knowledge as well as national and global trends. The SSE defines an inclusive environment as one in which all people are able, irrespective of their impairment to live full and productive lives in supportive and enabling environments. To do this we ensure the following are in place:

- Communities able to identify and action local referral pathways; professionals can refer appropriately; siloed government service provisions is bridged and bottlenecks identified.
- Children with disabilities have access to safe and appropriate assistive devices; caregivers clearly understanding their diagnosis and support required.

Professionals can deliver accessible services in line with WHO principles, understanding assistive devices are vital to improved function, prevent secondary complications and enable inclusion. Educators acknowledge that all children can learn, can provide access to welcoming appropriate, inclusive education. Youth and adults with disabilities, their parents/ caregivers have access to learning opportunities.

## Tostan

Thirty years ago, the first of the Tostan Community Empowerment Programmes was developed in collaboration with people in one Senegalese community, Saam Njaay. The goal was to create a model in which communities were at the centre of development, one that started with them identifying their vision and values, goals and priorities for the future and providing the knowledge and skills needed to lead and sustain their own development.

The unexpected result of Tostan's first decade was communities examining long practised social norms. Together they created new health, education, and income-generating possibilities, especially for women and children. It was the introduction of human rights instruments which had been ratified by the Senegalese government that offered new insights to improve the programme. With little prior exposure to these concepts, the group of Senegalese women advising Tostan explored its applicability.

Per their recommendations, Tostan incorporated drawings, role play and theatre in education sessions to help people envision how these human rights principles could be applied in their everyday life. Together communities began unearthing the cultural norms needed to create community well-being for generations to come.



This new module sparked a profound transformation: women started speaking up for the first time at community meetings, taking on leadership roles with confidence, organising to improve health care in their communities, building makeshift schools and advocating with local authorities for teachers to ensure their children could benefit from their right to education. They ran for office to promote a human rights agenda at the local level and moved toward an end to violence against women and children by respectfully educating and convincing all community members that these abusive practices would no longer be acceptable in their community.

Not only did the women themselves decide to end female genital cutting and child marriage – to Tostan’s great surprise as they had not been asked them to do so in the sessions – but they provided innovative strategies for making these decisions sustainable, using methods that aligned with their deeper values. Thanks to the outreach efforts of hundreds of community, religious and traditional leaders and many participants, over 8,830 communities in eight African countries have united through public declarations to announce their abandonment of female genital cutting and child marriage.

In “The Moment of Lift”, Melinda Gates credits Tostan with imparting the lesson, “Outrage can save one girl, or two. Empathy can change the system.” In 2015, after encouragement from philanthropy and technical partners, Tostan Training Centre launched a 10-day training course that has reached more than 600 people across four continents. Today, Training Centre Alumni organisations in Nigeria and partners at the Ford Foundation, the Government of Nigeria, World Bank and the Bill and Melinda Gates Foundation are partnering with Tostan on a scaling systems change strategy in Nigeria.

### **Water For People**

Water For People is a global non-profit programme working in nine countries in Africa, Latin America and India to help develop sustainable water and sanitation services. It is recognised as a global leader in the water, sanitation and hygiene sector through its innovative approach to development, which brings together local entrepreneurs, technology, governments, and communities to create quality, reliable and lasting systems and services. This impact model is called Everyone Forever.

Everyone Forever means every family, clinic, and school has quality, lasting water and sanitation services. Everyone Forever is ambitious but simple in nature, adaptable to the assets and challenges of any country context. Through the development of community drinking water systems, household sanitation, water resources management, hygiene education, sustainable financing, and integrated programming for clinics and schools, Water For People works to advocate for improved services and to help build the capacity of district WASH Offices to manage the water and sanitation services. Water For People simultaneously works to cultivate local businesses to provide a skilled workforce, products, and services necessary to sustain water and sanitation services.

Working with the government to create systems change is a core part of Everyone Forever. With a focus on sustainability, Water For People thinks about the long-term from the beginning. We partner with districts and they co-finance the development of infrastructure and are responsible for the creation of the service authorities and service providers. Reaching Forever means districts are independent from ongoing foreign aid and have reliable access to water and sanitation for generations.

For COVID-19, we have prioritised work in 273 schools and clinics globally. Water For People teams have been providing resources and technical assistance to district WASH offices, including the creation and wider promotion of appropriate handwashing messaging. In Perú, the team created recommendations for district WASH offices and water boards to guarantee WASH service provision in rural areas during COVID-19 which have been adopted nationally. In Honduras, stakeholders produced a national WASH response plan to COVID-19 which shows where resources could be focused if they became available. In Malawi, Rwanda, and Uganda, teams are collaborating with the respective Ministries of Health to provide handwashing facilities in prioritised locations. Across Water For People Country Programmes, we’ve seen that districts with a strong district WASH office have been better equipped and positioned to respond to COVID-19.

### **We Love Reading (WLR)**

Changing mindsets through reading to create changemakers: WLR creates system change by cultivating a love for reading altering mindsets to create changemakers. WLR is an innovative model that provides a practical, cost efficient, sustainable, and grassroots approach to empower communities through activism of local volunteers to increase reading levels among children 0-12. We focus on the read-aloud experience through human interaction using the native language to plant the love of reading in children in early childhood, inspiring them to become lifelong learners.

WLR impacts emotional regulation, executive function, literacy skills and psychosocial status especially in lower socioeconomic and vulnerable communities. WLR empowers adults and youth to become social entrepreneurs by leading read aloud sessions in their local community discovering their inner potential and agency. WLR motivates children and adults to pursue learning because they “want to” not because they “have to”, fostering ownership and responsibility. WLR changes the community to a mind set of “I can” taking charge of solving their own challenges. WLR is a basic framework based on shared universal human values allowing them to scale all over the world, while at the same time adapting to any culture or context. WLR developed a digital solution for training, monitoring and evaluation through a global network on a virtual platform (a mobile app) to connect volunteers around the world. Backed by rigorous academic research, human-centred, and locally led design, WLR is a social movement and prime example of the butterfly effect. We Love Reading has spread to 55 countries.

### **Wilderness Foundation Africa**

South Africa has just under 10% of its land mass formally protected for conservation; this includes 22 national parks and over 100 provincial reserves. It has some of the world’s highest concentrations of wildlife on the planet. Wilderness Foundation Africa (WFA) works to protect and sustain wildlife and wild spaces through integrated conservation approaches and education programmes in collaboration with the communities that border them and nearby urban township areas.

Over 100 000 vulnerable youth have gone through our youth development programme, 240 parliamentarians and key opinion leaders have participated on wilderness trails in protected areas, 450 youth leaders from disadvantaged communities have been through vocational training courses to become game rangers and chefs and placed in jobs in game reserves and eco-tourism facilities. In the past 5 years alone, we added over 1 million hectares to the country’s formal conservation estate. Through our demand reduction work in Vietnam, we have impacted on more than 500,000 youth to create awareness and stem market demand for rhino horn. WFA has 48 years of results in collaboration with government departments, business, tourism companies and other biodiversity and wildlife conservation organisations.

The COVID-19 pandemic has dramatically affected rural communities around protected lands, with unemployed skyrocketing and little opportunity for future employment anytime soon. Some communities have resorted to illegal poaching of protected wildlife and habitat destruction (felling trees for fuel, etc.) out of desperation.

The two million hectares of protected areas in South Africa’s Eastern Cape Province role play a vital role as socio economic drivers, whilst preserving important conservation areas and biomes. It’s national parks are under threat. WFA in co-operation with government parks’ agencies and well-known local sporting celebrities are providing regular food care packages to feed local communities surrounding iconic conservation areas as an emergency measure. Further, we are seedlings for food gardens and medicinal plants, as farming is a skill that this generation has lost. Post COVID-19 we anticipate these community food gardens will be able to provide eco-tourism businesses with locally produced products; stimulating local economic activity and ensuring they greater self-reliance.

# Annex 3 : Issue roadmaps





## Problem statement

Our collective ability to meet SDG 2 - Zero hunger by 2030 appears elusive unless we take urgent action. Over 821 million people were food insecure in 2019, and the WFP estimates that this number could exceed 1 billion people, given the impact of COVID-19, weather extremes and economic shocks, including job losses, declines in remittances and disruptions to supply chains and trade.

Many additional factors complicate achieving the SDG 2 goal. Rates of malnutrition remain high as nutritious food is unaffordable for some. Rates of obesity are rising due to unhealthy food choices and lifestyles. In addition, our food systems are not sustainable, resulting in adverse environmental, economic, and social effects, further compounding the pre-existing issues of hunger and food insecurity.

Global food ecosystems are fragmented and fragile. The policy landscape in many countries does not support indigenous agriculture, promote local sourcing and the advancement of smallholder farmers. Innovation, technology and catalytic financing have not been leveraged to increase farmer productivity, reduce high rates of post-harvest losses and ensure marketing linkages. As a result, many small-scale farmers continue to operate at a subsistence level, with relatively low productivity levels, and limited local processing and access to markets.

Increased coordination and cooperation between the local, state, federal, and regional levels is needed to drive a cohesive and integrated action plan to ensure food security. This is especially critical because food and nutrition is influenced by policymakers across multiple sectors, including health, agriculture, science & technology, the environment, trade & investment, gender, education, and financing landscapes.

Real-time data regarding food balance and price in our communities, cities, countries, and regions is not readily available, limiting the ability of key stakeholders to implement urgent interventions to feed the most vulnerable, redistribute food and engage in data-driven policymaking.

Small and medium enterprises (SMEs), which are the engines of growth and innovation in the food and agriculture sector, struggle for survival due to the absence of support systems, an enabling environment, funding, training, and market linkages. SMEs that process nutritious food locally do not receive the necessary technical support to scale.

Food security and food systems are closely related to health outcomes. In addition, COVID-19 has revealed that workers throughout the food industry need to be supported and valued because of the pivotal role they play in ensuring food for a vibrant and healthy society.

## Shovel-ready solutions

Establish a national and regional framework for multi-stakeholder collaborations and partnerships to foster food security. This will include three components:

### **Enable immediate actions to feed the most vulnerable and ensure coordinated responses**

By establishing country-level, food ecosystem task forces composed of stakeholders in health, agriculture, science & technology, the environment, trade & investment, gender, education, and financing landscapes. This “action group” must include the most senior representatives from the government, research & academic institutions, civil society, faith-based organisations, farmer organisations, and the private sector.

## Immediate actions for food ecosystem task force:

- Scale national systems that support and connect food banks and sustainable school feeding support interventions, especially when schools remain closed, prioritising local sourcing. Ensure that the distribution of food addresses historical inequities as well as racial, religious, ethnic and gender imbalances.
- Ensure trade corridors remain open to support food supply chains and agri-food systems in food-crisis countries.
- Secure and strengthen strategic food reserves.
- Support farmers and food processors to ensure efficient and functioning food ecosystems and enable the strengthening of virtual marketplaces that connect farmers to consumers.
- Redesign food markets, leveraging innovation and technology to promote food safety and reduce human contact.
- Map supply/demand value chains for countries and cities, to identify and plug bottlenecks.
- Build green trade corridors

### 1. Promote data-sharing and data-driven policymaking by strengthening and deepening initiatives such as the [Food Systems Dashboard](#).

Incorporate real-time data on food balance for cities, states, countries, and regions to ensure data-driven policymaking, promote food trade, and feed the most vulnerable. It should also include best practices and failures to promote learning and inform action.

### 2. Strengthen and enable the scaling of SMEs that are driving enhanced productivity, reducing food waste, promoting healthy diets, and leveraging innovation & technology.

Support the scaling of initiatives such as the [Sun Business Network](#) which is part of the Scaling Up Nutrition (SUN) Movement, and aims to engage and mobilize businesses at a global and national level to act and invest responsibly in improving nutrition. In addition, support regional initiatives such as [Nourishing Africa](#) a hub for African entrepreneurs driving the transformation of the food & agriculture landscape in Africa that connects, equips, and supports SMEs and enables their scaling. Create similar hubs in other world regions.

### 3. Within countries, promote local sourcing, which will ensure healthier diets, and also improve the lives of farmers.

Introduce 30% to 60% local sourcing policies nationally and regionally, Brazil's Food Acquisition Programme (PAA) and the National School Feeding Programme (PNAE), such as through "[Structured Demand](#)" programmes that link smallholder farmers to institutional procurement for food-based safety net and school feeding programmes.

- Craft a policy framework on local sourcing using best practices from Brazil and other regions.
- Include incentives for schools, multinationals, supermarkets, restaurants, and the food processing and distribution ecosystem to source locally.
- Organize national and regional forums to share this policy framework and galvanise key champions to adopt these interventions.
- Monitor adoption and implementation efforts at a national/regional level to ensure equity and transparency.
- Invest in rebuilding national extension service systems, leveraging innovation and technology to ensure that

### 4. Promote healthier diets and reductions in food waste by changing consumer behaviour.

- Support and scale the cultivation, processing, and consumption of indigenous plant species, with both nutritive and environmental benefits, facilitating the transition to sustainable diets.
- Strengthen regulatory and consumer protection agencies to ensure food safety and minimise food fraud.
- Engage key influencers and champions, including chefs, to lead nutrition campaigns. Incorporate nutrition.



## Problem statement

### Threat 1: COVID-19 Morbidity & Mortality

More than 7 million cases of COVID-19 and over 400 000 deaths have now been reported to WHO. Although the situation in some countries is improving, globally it is worsening. In Africa alone, modeling shows the virus could lead to 1.2 billion infections in Africa, 3.3 million deaths, and 27 million people falling into extreme poverty this year. In Brazil, the new epicenter of the pandemic, more than 150 000 deaths are estimated this year.

### Threat 2: Reduction in Primary Health Care Services

Modeling has shown that disruption to primary health care services could cause a 40%+ increase in deaths in mothers, newborns, and young children. Weak health systems and emergency response mechanisms can interrupt essential primary health care services during outbreaks, and lead to a reduction of integrated community case management treatments and immunization efforts led by community health workers. For example, during the Ebola epidemic, a 50% reduction in access to healthcare led to 10,600 additional deaths due to untreated conditions in Guinea, Liberia, and Sierra Leone.

### Threat 3: Adverse effects to Social Determinants of Health

Throughout the world, COVID-19 is disproportionately affecting people living in poverty, women, and vulnerable populations – magnifying social inequities in health. Many social determinants of health, such as food insecurity, educational barriers, poverty, unemployment or reduced incomes, and housing instability, can have a considerable effect on COVID-19 outcomes. In Brazil, for instance, where 75% of the most vulnerable people are black, data shows that illiterate black and people of colour are 4 times more likely to die from COVID-19 than white people with a university degree.

### Threat 4: Climate Change impacts on Health

The climate crisis is the greatest public health threat humanity faces. The impacts range from heart disease, respiratory diseases, water borne diseases, heat stroke, asthma, mental health impacts, starvation, injury from extreme weather events and being left homeless and becoming a refugee. Fossil fuel caused air pollution kills more than 4 million people a year, in addition to being the principal driver for increased greenhouse gas emissions. Climate change, like COVID, is a force multiplier for all the health inequities that we already face in our communities around the world.

## Health Solution: Build health workforce capacity to prevent, detect, and respond to COVID-19 and future pandemics

In order to address these triple threats, a diverse group of stakeholders developed the following set of policy recommendations and approaches to mitigate structural limitations and address current or future pandemics. We also make an explicit call to prioritize the most vulnerable populations when developing policy changes.

### 1. Professionalize Community Health Workers (CHWs)

Recognizing health is not just hospital-centric, CHWs are well positioned to prevent, detect and respond to COVID-19 while ensuring the continuation of essential medical services in the most vulnerable



communities. To support the work of CHWs, stakeholders, such as NGOs, multilaterals, and funders, must act in partnership with governments to:

- Establish their cadre as essential workers within the national health system and thus, allocate resources for their appropriate payment;
- Provide appropriate structures, supervision and supplies needed for a comprehensive case management approach including e-learning, self reporting tools (e.g., Praekelt), reliable testing kits, and inclusion in quantification and procurement of personal protective equipment;

Collaboration Solutions: Operationalize the Community Health Worker Assessment and Improvement Matrix (CHW AIM) to identify and close gaps in CHW policies and practices.

## 2. Leverage Technology to Improve Access to Information and Supplies

The current pandemic has emphasized the need to shift protocols to quickly incorporate current and new technologies such as:

- SMS, whatsapp and phone calls to reach recipients;
- E-Learning platforms to provide continuing medical education to health service providers, including CHWs;
- Technology-based inventory management to monitor and track resources for COVID-19 response and essential medical services including PPE for the health workforce, including CHWs.

Collaboration Solutions: Invest in communication platforms/tools to ensure two-way flows of information between communities, health workers and governments. Ensure privacy and data ownership among users so technologies are not associated with systems that perpetuate inequities and distrust.

## 3. Increase Data Sharing Across the Health System and with Other Social Services

Improved data sharing across health and other social services providers can facilitate the ability of care providers to detect and respond to pandemics, such as COVID-19, as well as screen for and address inequities related to social determinants of health. Stakeholders can leverage open-source tools for collaboration and sharing data across systems to support better coordination of service delivery. Coordination of care across systems increases the likelihood that communities participating in public health efforts (such as contact tracing) know that their essential needs will be addressed while isolating and shared data allows systems to identify where barriers to access exist in order to work more efficiently and effectively. Co-design indicators with communities and ensure indicators and data collection tools do not inadvertently leave out marginalized communities.

## 4. Prioritise sex and gender-based policies

Policies, economic responses and public health efforts need to acknowledge the impact that COVID-19 and other disease outbreaks have on women and girls and should incorporate the voices of women on the front line of the response to COVID-19 and of those most affected by the disease within preparedness and response policies or practices.

# Collaboration Solutions

Produce, collect and publish sex and gender disaggregated data of suspected, confirmed, and deceased patients with COVID-19, and people tested. Establish cross-sector working group/task force to review disaggregated data and identify data-driven actions. Incorporate recommendations from [PMNCH](#) to “ensure universal access to good-quality, age-specific SRHR information, services and commodities.”

Link Investments in Global Health with Climate Protection: Invest in renewable energy to power hospitals and health clinics around the world. Strengthen health care infrastructure and supply chains to address increasing extreme weather events so that clinics and healthcare facilities can care for the community in disaster scenarios.





## Problem statement

COVID-19 has exacerbated the mental health needs of populations throughout the world. In addition to addressing the significant mental health and psychosocial well-being of people affected by the global COVID-19 pandemic, we need to prevent stigma and counter misinformation.

Our world is not equipped to respond to this growing crisis. Governments around the world must establish a stronger system for mental health, prioritising mental health as an essential component of overall health.

The United Nations has, in consultation with civil society, [published a policy brief on COVID-19 and mental health](#). This brief has been disseminated to country governments and other key decision-makers. However, the recommendations are not being put into practice. It is imperative that every leader commits to the implementation of these recommendations in their country; and that they are held accountable for delivering on that commitment.

## Shovel-ready solutions

### 1. Scale the recommendations within the United Nations policy brief by supporting the digital transition of mental health service provision

The United Nations policy brief articulates a number of specific, evidence-based, interventions, which national governments can scale up in order to meet the mental health needs of all. Multi-stakeholder action can support the scale up of these interventions, in particular by accelerating the transition from in person to digital service delivery. This is particularly important given social distancing regulations and lockdown requirements to curtail COVID-19 outbreaks.

Digital mental health service provision can also increase access to mental health support for populations who - even pre-pandemic - were unable to receive in person service. In particular, demand for support through telephone and online helplines (especially child helplines) has increased dramatically since the start of the COVID-19 pandemic. [Child Helpline International](#) and its membership of child helplines across the globe are setting up new helplines to meet this demand; and other organisations such as [Mentally Aware Nigeria](#) Initiative are doubling down on digital service delivery. However, there is still much more to be done to make the digital transition. For example, the technology platforms used by child helplines lack the ability to communicate on the channels primarily used by children and youth such as text and social media.

### 2. Use World Mental Health Day to create awareness of mental health issues, particularly related to COVID-19, building strong influencer, political and public understanding for mental health services and support

On 10 October, the global mental health community comes together for World Mental Health Day, to raise public awareness around mental health and to reaffirm their own commitments. Last year (2019), for the first time, the World Health Organisation and the World Federation for Mental Health organised a coordinated campaign that the community could participate in together - focused on suicide prevention. This display of unity from policy, civil society, business and celebrity leaders, as well as online engagement from the general public, was a step forward.

Despite this coordinated action, World Mental Health Day still struggled to achieve the media cut-through and political attention that is often enjoyed by other international observances; and so the real impact of the campaign was limited. This year, in 2020, there is a strong need to further coordinate and elevate World Mental Health Day, so that the need for action on mental health is made visible for both policymakers and the public. This will require additional support from those platforms and channels which drive broad global public reach and engagement, including social media, radio networks, and outdoor advertising.

### **3. Build the evidence base on mental health to support advocacy**

There is a significant lack of quality data on mental health, including both the burden of disease among different population groups around the world, as well as on the relative effectiveness (and cost-effectiveness) of different mental health interventions. Without this data, it is very difficult to make the case to policymakers for additional (or more targeted) investment, and for the importance of prioritisation of mental health relative to physical health or other governmental policy priorities.

Over the longer term, overcoming this challenge requires funding (and the provision of datasets from governments, civil society and businesses) for the development of Countdown 2030 - a comprehensive mental health data set that builds on the existing World Health Atlas. The work to build this Countdown needs to start now. More immediately, digital technology could be better leveraged to facilitate data gathering. It is also imperative to address barriers (often legal or regulatory) that hinder data-gathering and data-sharing.

## **A global plan of action**

### **1. Immediate action**

We recommend that organisations support increased awareness around the [United Nations Policy Brief](#) and the recommendations contained within it; as well as increased awareness around the existing evidence base on mental health in the context of COVID-19 (reference: [Blueprint Group webinar series](#)).

### **2. Short-term action (6 to 12 months)**

We recommend leveraging existing networks to build a visible global campaign that drives additional commitments on World Mental Health Day (October 10), augmenting the existing evidence base with new data that can be released to support the case for greater investment and access. Promotion packs will be developed and shared for all to use and adapt to join the global campaign, with details to be announced in late July.

### **3. Long-term action**

We recommend a coordinated resource mobilisation effort to secure additional resources for the implementation of the United Nations Policy Brief recommendations including the digital transition of mental health service provision; as well as investment in building an ongoing, credible evidence base to inform service delivery, research and advocacy going forward. Organisations interested in learning about this work and driving it are encouraged to join the Blueprint Group [here](#).

### **4. Transversal action**

We recommend smarter use of technology for impact, in line with recommendations outlined in the [World Economic Forum report](#) on ethical and practical guidance for using technology to scale. For example, Aselo is a new open-sourced shared, online contact centre platform that has been developed between Tech Matters and Child Helpline International. Please offer your support to the Aselo platform [here](#).

In order to make this happen, we recommend building a stronger multi-stakeholder network of partners to join the global mental health Blueprint Group and to drive this year's World Mental Health Day campaign.



## Problem statement

Globally, the systemic failure of formal education is captured in one outcome measure: 53% children in low- and middle-income countries are 'learning poor', defined as unable to read and understand a simple text by age 10. If we remain at the current rate of improvement, by 2030, 43% children will still be learning poor. While reading is just one outcome that needs dramatic improvement at scale, it is fundamental to unleashing lifelong potential and a pathway out of learning poverty.

A deep educational crisis has been building for decades. And now, a pandemic causing worldwide school closures has impacted 1.4 billion learners globally, further exacerbating the learning challenges faced by children already missing out on quality education.

The pandemic has served to crystallise the critical and urgent need for educational solutions that can rapidly deliver proven impact at enormous scale, both in and out of school settings. Beyond a narrow focus on education, the crisis clearly demonstrates the need for holistic approaches targeting multiple sectors simultaneously, to catalyse systems change.

We must evolve beyond making marginal improvements to an existing system that has barely moved the needle on learning outcomes, to catapulting change with proven and even disruptive innovations drawn from an applied knowledge platform. The challenges we face over the next 30 years (eg climate change) require a transformative educational framework that encompasses an equity lens.

There are a plethora of promising innovations to improve education across the world. They range from more efficient delivery of a traditional curriculum, and improved support for teachers, to out-of-school educational support for children and more. Unfortunately, many of these solutions are not designed to be scaled in a timely and efficient way to reach the millions of children who do not even have access to a basic education.

***"53% children in low- and middle-income countries are 'learning poor'."***

As experts continue to debate the nuances of different approaches, there has only been slow and incremental improvement in national education systems across the world.

As social entrepreneurs, we are convinced that governments and multilateral agencies, which have the power to advance a variety of solutions, need to work collaboratively with all communities to source powerful solutions. The inherent merit of

solutions based on scale, sustainability, cost-effectiveness, evidence, and calculated risk-taking should be the guiding principles.

## Policy recommendations

**COVID and post-COVID solutions will require that policy makers:**

- Increase system accountability, define simple and key outcome performance indicators for the early grades that are measured annually, both internally and independently by external agencies.
- Decentralise and give more agency to schools, teachers, parents and local communities to design and deliver educational solutions in their local context while meeting the overall objectives of education in a state, region and/or country. Encourage grassroots/community movements so that people directly address local problems and create solutions. Agency does not mean that

centralised support would be diluted.

- Focus on solutions that are holistic, community driven, and prepare children to leapfrog to the 21st century and invest in developing a breadth of skills. Encourage ministries of education to focus not only on school delivery but also on community-focused delivery: they should take more ownership of this learning context, and not simply leave it to social innovators and the private sector.
- Focus on non-traditional ways to deliver education and learning solutions (e.g.: mobile phone, TV, radio, IVR systems, etc). Policy makers within government need to work closely with national and international delivery stakeholders in the private sector, as well as social innovators, to support the distribution of education solutions.
- Identify common challenges across ministries/sectors to deliver collaborative solutions that result in a holistic approach targeting multiple goals, eg, collaboration between ministries of education, social development, child development, health, youth, culture etc. to be more cost effective.
- Ensure 100% participation in lifelong learning and continuous capacity building of teachers, school leaders, and education administration teams.
- Conduct bold matching resource pilots on educational innovations at scale, selected independently, implemented collaboratively (eg, with the government and/or private sector), and evaluated externally/independently.

## An important qualifier for this document

Education is a broad term and we recognize that there are many ‘shovel-ready’ solutions that advocates can, will, and should advance based on their experience and community of practice. Not all of them will be backed by rigorous evidence, but we encourage policymakers to pilot rapidly and identify those solutions that are able to scale.

This policy document aims to draw on proven solutions at some scale, backed by a body of evidence. The shovel-ready solutions that we have drawn upon here are a subset of solutions that have informed our thinking. We invite policy makers to use the examples to draw core insights on approaches to learning that can be scaled, contextualised and individualised, particularly those that relate to the use of technology, holistic education, breadth of skills, leapfrogging and giving more agency to local communities to invest in their children’s learning and success.



## Problem statement

Women in the work world have traditionally carried the primary burden of balancing the needs and concerns of their family with their work, while men have traditionally been able to allocate the care of home and family to women. This separated view of domestic life from our public / work personas and roles is changing and COVID-19 is accelerating this change. Due to the global pandemic, many men are now working from home, where the personal and the public are interwoven like never before.

However, the current crisis is dramatically impacting women, with extra burdens and stress from the combination of home schooling due to school closures, work demands, health and financial worries, in addition to everyday family issues. This situation is raising awareness of how the simple reversal of roles is insufficient for equality and transformation; a shift in consciousness is needed. Equality doesn't just mean equal in a 'man's world'.

When women are part of the equation, a quantum shift occurs, but it is not the metrics that creates the shift but feminine intelligence. In politics and corporations, if we do not bring feminine intelligence, that of compassion and care, to create more human-centric organisations and communities, our planet we will not make it.

This is an opportunity to create a quantum shift in gender equality, SDG5 and a shift in consciousness to respect women and bring about equal standing and dignity at every level of society. More importantly, women play a critical role in every SDG category. Achieving the SDGs will only happen if women are represented in equal numbers in leadership positions, and their ideas, voices and experience are reflected in half of thought leadership and actions. We cannot succeed in achieving the UN SDGs if half of the population is not included in re-imagining the world, empowered in their agency to be powerful catalysts for change. By changing this, we change everything.

*“Equality doesn't just mean equal in a 'man's world'.”*

## Shovel-ready Solutions

### Transversal SDG Core Areas for Focus and Policy Action

When we look at the current state of our world and the massive task before us, we have to ask ourselves, where should we put our focus if we are to make an impact?

It is clear that we need nothing short of a fundamental transformation, a quantum exponential shift to imagine a flourishing future. We believe that the greatest resource that still remains untapped is for women to be included and feminine principles embodied to enable transformational leadership. This will require:

1. Technology and digital inclusion
2. Access to education at all levels for women and girls. This must be coupled with a new definition of education for women which includes high levels of practical, vocational, hard skill and holistic knowledge sets designed and delivered specifically for women: where they need it.
3. Inclusion in peace, conflict and migrant policy development
4. Equal access to formal financial services and products and the opportunity to earn decent and equal wages.

5. Development of deeper “citizenship and participation” skills for women
6. Inclusion at all levels of power base and political structure
7. Three Pillar approach on gender imbalance and patriarchal mindsets in government, private sector and community
8. Rebuild and revitalize a multigenerational gender equality movement
9. Compulsory gender education for boys and girls in preschool, primary and secondary schools
10. Personal Development and Inner Work – Capacity Building

To enable profound and lasting change, a shift in awareness and consciousness is needed. Both education and inner work that awakens men and women to their agency, inherent feminine qualities, as being equally important as masculine qualities. This is fundamental and necessary training for the transformation needed for restoring agency to girls and women and the opportunity to advance a more equitable way of life and better outcomes for the SDGs and for humanity.

### **1. Healing and restoration**

Restorative workshops for rebuilding self-worth and agency are especially needed for women who have been violated or abused into shame and humiliation

### **2. Resilience building**

These development programmes enable women and girls to understand their own power and capacities; physically, emotionally, mentally and spiritually and how to build these inner resources

### **3. Elevating consciousness**

This builds an awareness of the critical role that women play in shaping the future through their biological connection to the earth, and their life-giving power

***“Achieving the SDGs will only happen if women are represented in equal numbers in leadership positions, and their ideas, voices and experience are reflected in half of thought leadership and actions.”***





## Problem statement

COVID-19 has highlighted the fundamental importance of water, sanitation and hygiene (WASH) and SDG6 to prepare and protect against future pandemics. Immediate response to the current pandemic has increased awareness of the importance of handwashing, and the WASH sector must act on this to heighten awareness of water and sanitation service delivery in all contexts around the globe.

1. Those living in poverty are not necessarily a problem to be solved with charity, rather they represent a market to be served. The problem is more tractable if the people living at the base of the pyramid are already investing money and resources in water and sanitation. Clean water is essential, yet the opportunity cost of time spent waiting in queues or to collect water is tremendous.
2. SDG6 - finance is one of the biggest bottlenecks to achieving this goal, pushing governments to invest more (top- down capital), complemented by systems that source and deploy bottom-up capital.
3. It is essential for utilities to be bankable to enable them to tap into local domestic capital for improvements and expansion to meet the demand for services.

## Shovel-ready solutions

1. Stakeholders must include collaboration between government, civil society, and the private sector in order to effectively address the multiple aspects of water and sanitation service delivery systems.
2. Formalizing the workers in the water and sanitation sector is necessary to increase the legitimacy of their role, and increase regulation of services, leading to safer conditions for workers.
3. Water and sanitation services must be holistic and provide inclusive services, including service provision, maintenance and operations, and governance and finance systems to maintain the services over time.
4. Addressing public and private financial flows disrupted by a pandemic is an important issue. During COVID-19 many governments have said access to water and sanitation services will be free, but it is critical to understand where the funding will come from for service providers to remain solvent.
5. Building long-term development thinking into emergency responses is important to ensure needed investments.
6. Governments alone cannot be the single funding source for water and sanitation improvements. Reaching SDG 6 goals require more than \$114 billion per annum, therefore, practical approaches to address the finance gap must come from a complementary approach to utilize the 3 T's, public subsidy along with commercial finance.
7. Commercial domestic capital is a critical funding source for WSS improvements via MFI or bank loans. Unlocking commercial capital requires a favourable enabling environment which regulatory bodies can influence.

## Policy recommendations to expedite social change

1. Finance more than infrastructure – include governance, financing mechanisms, and management to ensure ongoing services.
2. Build ecosystems to ensure inclusiveness of those populations most marginalized and lacking access.
3. Increase collaboration between emergency response and long-term development efforts.
4. To scale availability and use of WSS loan finance as a long-term COVID-19 resiliency response, finance ministries should classify water and sanitation as a priority sector for capital investors.
5. Ensure that health departments and school district understand how to respond and the resiliency to take on the next crisis.
6. Develop early warning systems, including water sellers, healthcare workers in villages, and other community members who can stop the spread of epidemics.
7. Develop a new world toilet standard that covers cities, peri urban and rural areas (cities, also slums and OECD country standards as well).



## Problem statement

COVID-19 is impacting the life and livelihoods of people globally, and poor people disproportionately. While the role of digital infrastructure has been talked about for decades, the current situation has highlighted the need to enable digital interactions.

In developed countries, the pandemic has demonstrated that the underlying infrastructure and capabilities exist to enable digital or virtual interactions in many areas. This has brought expertise where it is needed the most, coordinated service delivery across urban and rural landscapes, activated local actors, monitored rapidly developing situations through trusted data, and most importantly, mobilised community participation in unprecedented ways at global scale. While there is no doubt that the scale of the challenge has also generated the political will necessary to take full advantage of what is possible, it has also shifted mindsets to embrace the power of digital.

While we have reason to be encouraged regarding the opportunities provided by digital, the fact is that half the world's population still lacks access to internet or broadband facilities and risk being excluded from access to essential services. We must double our efforts to ensure access to the internet, and also to expand our definition of essential services to include 'education, skilling and access to livelihood opportunities', along with health and financial services.

## Essential elements of a digitally empowered ecosystem

Essential elements of a digitally empowered ecosystem with the potential to give agency to communities around the world include:

### Broadband access

Wireless and mobile connectivity should be treated as an essential service and we should make it a priority to ensure that every community can connect to the internet from where they live.

### Micro-entrepreneurship models

While we can lay broadband cables and set up wireless towers, we need to encourage and promote business models that allow local entrepreneurs to integrate connectivity with people's lives and help reduce barriers that prevent them from accessing services or opportunities. Small businesses are in the best position to create affordable services that are relevant to the local context and constraints.

### Platforms

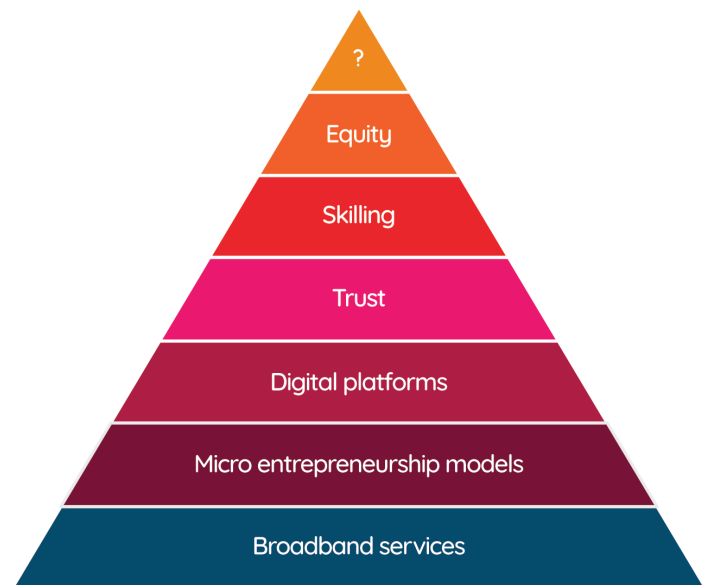
Governments, multi-lateral agencies, and private enterprises need to breakdown silos caused by captive IT systems and leverage open standards-based platforms that enable better interoperability and increase liquidity of knowledge, resources, and data across organisation boundaries. We need to invest in the capabilities required to build such open, extensible, digital platforms and enable the shift away from proprietary systems, especially when it comes to delivery of essential services.

## Trust

The power of digital is only as good as our ability to trust the platform and the data or information generated on these platforms. We need to ensure that information or data generated or distributed by these platforms meet minimum standards of non-reputability and verifiability. To achieve the right balance, we also need to ensure that digital systems and platforms secure private or sensitive information and require consent-enabled sharing for personal or organisational data.

## Skilling

Roughly two thirds of the world's population work in the informal sector, a sector that correlates with a low Human Development Index (HDI), and low GDP per capita. In many countries, people working in the informal sectors face equity issues and often do not have social systems or job security during hard times. We need to use the power of digital to make it easier for people to document and assert their qualifications and access opportunities. This is also essential to address the massive inefficiencies in the informal sector, which today benefits brokers and intermediaries and can lead to the exploitation of workers.



## Equity

Many workers are better able to participate when they have the option to engage in training or mentoring activities virtually from their homes (using a mobile device) – especially young women with children or women who are the primary care giver for family members. This also significantly enhances reach and bring knowledge and expertise to people in remote and rural parts of the world. We need to enact policies that give people the option to participate virtually where possible, especially when it comes to trainings and meetings in the government or social sector. Front line workers should have access to digitally verifiable records of their skills and training, and we need policies that ensure that people are paid equitably based on their training or skill level. While this affects people of all genders, it also disproportionately affects rural women.

## Transparency

We need to encourage and where necessary enact policies that ensure that information, artefacts and data related to any community is entrusted and left in the custody of that community whenever a government agency, private or social entity engages with that community. Imagine a digital 'twin' of every community where all actors, especially ones that leverage public or philanthropic resources, are required to check-in any reports, information, or data relating to work done in that community (roads built or repaired, people trained, water quality or health assessments completed, etc.) and provide that data in ways that are accessible to that community. Many countries have laws that require this, but lack the digital capabilities to ensure that it happens in ways that enhance transparency and accountability. We should also encourage social audits and verification of outcomes by community participants.

## Shovel-ready solutions

1. Silulo Ulutho technologies
2. Digit
3. Diksha
4. Participatory Digital Attestation platform (PDA)
5. Project ECHO
6. True Footprint
7. Open Contracting Partnership
8. DOT

## Approach

Short term: A partnership between Silulo Ulutho Technologies and Socion to enable skilling and livelihood opportunities for residents of small townships and rural communities in Africa.

1. Encourage, finance and promote micro-entrepreneurship models. Support community members in establishing small businesses that unlock the power of the internet for their community.
2. Enact new policies that call for the recognition of skills (new and prior) and in ways that empower individuals across the world (especially the informal sector) to assert their skills. The data generated through this effort can trigger new ways to formally recognize these skills and enable individuals to seek opportunities, engage directly with employers, and assert their rights to be paid equitably according to their skill level.
3. Enact policies that set standards for trust, privacy and consent for all data distributed by or generated using digital platforms.

These three policies will collectively create an enabling environment to support equity, accountability, participation and transparency.



## Problem statement

The COVID-19 pandemic has highlighted the fragilities in our socio-economic and environmental systems. At the heart of this are the deep inequities that exist both within and across borders. Despite the devastation, COVID-19 has shown the possibilities of how global action can be deployed in order to respond to big, complex challenges.

We know that healthy societies are made up of many interdependent systems such as education, health, employment, housing, wealth distribution, and more. For too long, our current pro-growth economic model has concentrated wealth in the hands of a few rather than being a tool deployed for the benefit of society. It is clear that this system is broken, as evidenced by unbridled consumption-based markets, the fragility of supply chains, over-dependence on dominant sectors, and institutional failings that have compounded the devastating socio-economic effects of COVID-19 across the world.

*“For too long, our current pro-growth economic model has concentrated wealth in the hands of a few rather than being a tool deployed for the benefit of society.”*

In order to create healthy societies where all people have access to healthcare, education, and resources that give them the ability to thrive, the inequities that exist within our markets must be addressed. The starting point is the creation of sustainable livelihoods, which not only improves human wellbeing, but has direct implications for safeguarding our planet: preventing the impoverishment and displacement of populations as well as the loss of economic diversity and heritage, both natural and cultural.

The development of sustainable livelihoods in rural areas, for example, also has direct implications on the reduction of migration to cities, thereby improving the quality of life of workers and mitigating resource and infrastructure over-dependency.

Transforming the tourism industry into a driver of sustainable development will be necessary to preserve the livelihoods of hundreds of millions while advancing the SDGs.

## Challenges and policy recommendations for systemic change

**Challenge #1: While centralised ownership models make up the bulk of global supply chains, the informal service sector, especially in underdeveloped societies, is showing immense vulnerability to global shocks, from pandemics to climate change.**

### Policy recommendations:

1. Provide incentives businesses using Distributed Manufacturing & Services models to design their operations in inclusive ways that elevate “the bottom of the supply chain” to being seen as “the heart” of value chains through:
  - the promotion of participatory companies/ collectives/ employee owned business models that support financial inclusion, female employment and livelihood development
  - Service industry policy solutions that provide cushioning against developments like COVID-19. This could include insurance for individuals or small businesses dependent on the tourism industry, as well as more co-owned integrated service sector models, at scale, as in the case of Platform Coops\*



2. Design supportive environments for business models through financial inclusion, digital infrastructure development that leverages technology to improve production, distribution, and efficiencies across both the manufacturing and service sectors.
3. Provide capacity-building and gender-specific incentives for small businesses to develop management skills in underserved locations; training programmes designed specifically for small entrepreneurs, financial incentives for businesses to develop underserved talent into management positions, and comprehensive financial and digital literacy programmes.
4. Encourage sustainable solutions that are regenerative in nature, promote local value addition, reduce forced migration, conserve energy and resources, modulate consumption including overexploitation of natural and cultural capital like over-tourism, unsustainable extraction and actively regenerate and are carbon positive.

### **Challenge #2: Market infrastructures do not support entrepreneurship which is crucial to job creation.**

#### **Policy recommendations:**

1. Design access to finance to be inclusive and less prohibitive to entrepreneurs with innovative finance models focused on supporting business development throughout different stages of the investment cycles with appropriate support (seed funding/debt/equity) rather than penalise those who have limited assets, are from vulnerable or marginalised groups or are hindered by extortionate repayment terms.
2. Provide financial incentives for funds/impact investors to design innovative and blended financial models focused on long-term growth and socio-economic and environmental gains.

### **Challenge #3: Rural infrastructure fails to attract the same volume of interest and attention compared to urban cities.**

#### **Policy recommendations:**

1. Distributed labour must be seen as favourable to prevent the formation of manufacturing and service industry hubs that have the potential to be disrupted during shocks (as recently seen during COVID-19 in China). In order to do this, policies must be developed to support distributed business development with infrastructure for local communities in the form of public policy areas such as: access to education, health and sanitation, digital inclusion, and service sector development.
2. Preventing mass migration to urban centres must be a priority for policymakers through the skills development of rural workers and the development of a comprehensive MSME policy that incentivises local business growth and the inclusion of rural women.
3. Capital investments and funding must be directed to rural development to create thriving sustainable local communities and economies.

## Shovel-ready solutions

[Industree](#), [Vrutti](#), [Platform Commons Foundation](#), through the Platform for Inclusive Entrepreneurship (PIE) create the opportunity for 100 million global artisans and farmers to reach prosperity by 2030. Active in India and Ethiopia, there are 1.33 million farmers on the platform, built on the principles of cooperation and collaboration, between civil society, government and business.

Through alliances with governments and the private sector, [Fundacion Capital](#) develops digital solutions that allow users to train in their own time and space, make better use of their economic opportunities, generate sustainable livelihoods, improve their financial practices. [Fundación Capital](#) has helped more than six million people across 18 countries.

Land rights are an economic engine that powers sustainable growth for families, communities, and countries. [Landesa](#)'s path to scale identifies and delivers practical recommendations and solutions to governments and civil society partners so rural women and men can benefit economically and socially from more secure land rights.

[myAgro](#) plans to reach one million smallholder farmers by 2025 and help them increase their income by \$1.50 per farmer per day to move out of poverty. With a proven model, myAgro is scaling by developing a homegrown salesforce called Village Entrepreneurs, and by partnering with other NGOs and governments.

[KickStart](#) provides small-scale subsistence farmers in Sub-Saharan Africa with access to cost-effective irrigation tools, enabling them to increase their incomes, achieve food security, and obtain economic freedom by converting their farms into sustainable enterprises.

[Digital Divide Data](#): IT infrastructure and business partnerships make employment accessible to underserved youth, leading to self-sufficiency and demonstrating that given the proper training and resources, motivated but marginalized youth have the capacity to learn the advanced IT skills that will help them fill the jobs gap in the global technology sector.

[Barefoot College](#) is committed to empowering women as change agents, entrepreneurs, environmental stewards and leaders in their communities. Their comprehensive programmes are designed to improve village life from all angles, wherever poverty exists. Barefoot Solutions include solar power, education, clean water, professions and advocacy.

[Overtourism Solution](#) works with governments, institutions, leaders, and organisations to transform the tourism industry. By sharing a proven model tested on the ground in Venice, Italy, Overtourism Solution helps its partners adopt new KPIs and strategies that increase the retention of tourism revenue locally and ensure that tourism contributes to preserving and regenerating the cultural and natural heritage of the places where we live and travel.

# Disaster response

Main SDGs



## Problem Statement

Conventional thinking about how disasters are defined and the international response to them requires urgent reframing. At the same time, breakthrough opportunities for progress against each of the 17 SDGs can be created. Disasters are not just events, but often a continuous process for a majority of the poor. A better response must be co-created if lasting improvements are to be made in the lives of the most vulnerable communities.

## Call for New Frames of Reference

A (r)evolution to the definition of disaster — Disasters are considered “one-off” events, rather than an inherent part of the human condition. The most vulnerable live in a perpetual state of peril and are all too often overlooked by the intense disaster-style response of the international community. Crisis offers a stark lens into the consequences of chronic injustice, inequity and exploitation by turning the cracks and fissures of society into a figurative (and often literal) “earthquake.”

Whenever a society is not making sufficient progress on each of the 17 SDGs, a natural or human-made crisis exacerbates the perils that vulnerable people endure.

**Disaster** —an inevitable and growing part of the human experience that cannot change until human society reframes our approach to ensuring justice, equity, resilience and the sustainable exploitation of human and natural resources.

### Rethinking how people are mobilised around disaster response

Disasters are understood as events, rather than inevitable outcomes. The global response is too often driven by urgent tactical reaction. Similarly, efforts to mobilise resources in support of that response and the entire system is framed and rooted in a model of “trickle-down-economics” - people who are not in crisis temporarily reach out to those who are. There is a spike of activity and support while a disaster is in the global consciousness and featured in media headlines. Then there’s a rapid downturn as people become distracted by other things. This isn’t because of humanity’s lack of caring. It is the result of a system that was not designed to offer humankind the assurance that meaningful, systemic change can be achieved long-term.

The trickle-down/transaction approach is the outcome of an old power paradigm, a top-down mindset of “greater and lesser” and institutionalises “we know best” behaviours. COVID-19 offers an opportunity to define a “new power” paradigm built around creativity, collaboration and sustainability by anchoring disaster response in deeply held respect for the wisdom of the community in which disaster has occurred. Best practices don’t need to be thrown out. Instead, these practices need to be seen less as formulaic and more as manifestations of a new philosophy that can be brought to life in ways that are unique and sustainable to each community.

### Reimagining the intent of disaster response

It’s no wonder that returning to “normal” becomes the primary objective of all recovery, repair, restoration in disaster response. Instead, a global disaster like COVID-19 offers a real opportunity to take a big leap towards all the 17 SDGs by reconceptualising them as guiding principles. While recognising the existing sub-divisions among people— it highlights the larger, that there’s more that unites vulnerable people than what divides them.

## Policy predicated on proof of a better way

*“The task is not so much to see what no one has yet seen but to think what nobody has yet thought, about that which everybody sees.”*

—Erwin Schrödinger

### Recommendations for creating an enabling environment for ecosystem thinking led innovation and creativity include:

[The Goonj Alliance for Rapid Response on Disasters](#) (GARRD) model that offers a compelling ecosystem approach and human centred disaster response design to inform new policies. Holistically, it addresses immediate and long-term needs while setting the stage for transformative change in each SDG. GARRD is evolved by Goonj ([www.goonj.org](http://www.goonj.org)) one of India’s most innovative social impact organisations, from two-decades of deeply rooted work across diverse disasters.

1. Transform peoples’ understanding of disasters by redefining what a disaster is and includes many neglected disasters and “disasters within disasters”.
2. Reframe our relationship with each other by highlighting how inextricably linked our well-being is to one another. For example, how linked the life of the consumer is with the life of the producer to break down the trickle-down paradigm.
3. Rebuild disaster response resource pools to develop an omni-platform campaign to mobilise individuals, corporates, NGOs and government actors to invest resources to both respond and reinvent as part of disaster response.
4. Listen, act, learn, share from the GARRD team on insights, outcomes and solicit feedback.

### Recommendations on societies response to disasters by:

1. Redefining how preparedness is measured by expanding the definition of preparedness to include an assessment of well-being against all 17 SDGs.
2. Create an Alliance of Equals by building country and region-wide Do Teams bringing together leaders of disenfranchised communities with their grassroots innovation-based wisdom, social entrepreneurs, corporates and supporting organisations.
3. Develop a plan by using the principles of human-centered design that responds to the immediate crisis, and concurrently reinvents the systems and structures to create resilience, wellness and full achievement of the 17 SDGs in every community through a listen, act, learn process.
4. Begin work now. A central tenet to the GARRD initiative is to make progress in non-crisis times to mitigate impact if/when the outcome of extreme disaster occurs, instead of waiting until the next disaster strikes.
5. Accelerate work when disaster strikes. The Alliance of Equals (led by the disenfranchised community) will deploy pre-positioned assets and speed-up the transformative work that is already underway, taking advantage, of “creative destruction.”

### Create a disaster response protocol focusing on access, assurance and ability

Access to resources, assurance that people will get these resources again and ability to provide skills to people to convert access into investment, nurturing and building the ability of people to rehabilitate themselves is essential. Attitude - both endogenous and exogenous - restoring the self-respect and dignity of people is paramount.

### Create a grassroots disaster management information system (DMIS)

Create an online open-source inventory of skills, tools, techniques and processes required at the local level for managing disasters, in every country.



## Problem Statement

Prior to COVID-19, tourism - one of the hardest-hit sectors in this crisis - was one of the biggest industries in the world, growing faster than global GDP. It accounts for 10% of global GDP and jobs worldwide and is responsible for 1 out of 4 new jobs created in the past 5 years. Despite its potential as both the “best partner for government to create jobs”, and a significant contributor “to the three dimensions of sustainable development”, tourism was causing more harm than good.

Indeed, while tourism can bring economic development and other benefits to host communities, it also brings a wide range of hidden costs. Wherever tourism exists, the industry places an invisible burden on destinations. When the number of visitors is low the negative impact of tourism goes largely unnoticed. However, the negative impact of tourism cannot be ignored where there are high levels of arrivals and tourism is considered “successful”. Indeed, as regular summer headlines have shown, a highly-developed tourism sector has resulted in resident protests, impoverishment, and displacement; loss of economic diversity; and damage to the environment, cultural and natural heritage, and community life, while increasing the impact of climate change.

The following issues are at the root of tourism’s negative impact:

- 1. Outdated KPIs and unaccounted costs** -The main Key Performance Indicators (KPIs) used in the planning and management of tourism are focused on tourist arrivals and total expenditures. However, what is not accounted for is the impact of visitors on the environment, culture, economy, and community. As a result, destinations compete continually to increase the number of tourists, ignoring the impact of tourism, and leading to development of tourism in a way that is exploitative of the destinations and damaging to the local economy, community, cultural and natural heritage.
- 2. Tourism leakage** - As much as 80% of tourism revenue is spent at foreign-owned businesses, never entering the local economy. This ‘leakage’ leaves the local community coping with the increased costs created by tourism without benefiting from increased earnings. In this context, local MSMEs struggle to survive and are at an increased risk of failing while residents are impoverished and even displaced. This leads to a shrinking of the local community, a uniformization of the economy, a loss of cultural identity, and damage to the environment. Moreover, an insufficient contribution from the tourism sector to the local economy can cause the destination to go into debt due to increased cost of maintenance (infrastructure and services).
- 3. Marketing-only management** - Current tourism “management” strategies focus almost exclusively on marketing. Most campaigns unwittingly encourage fast travel and the consumption of the destination. This leads to the destruction of natural and cultural heritage, loss of authenticity and tourism leakage. It causes conflicts and competition for resources between visitors and residents.

After COVID-19, it is essential to restart tourism to preserve the livelihoods of hundreds of millions of people. However, tourism cannot go back to the way it was. We must transform it. And this is the right moment to do so. With the right strategies, KPIs, and mindset, it is possible to move from an extractive industry to one that benefits the local economies and communities, does not damage the planet, and contributes to the preservation and regeneration of the cultural and natural heritage of the places where we live and travel.

## Shovel-ready solutions

- [Overtourism Solution](#) (OS) works with governments, institutions, leaders, and organisations to transform the tourism industry. By sharing a proven model tested in Venice, Italy, OS helps its partners adopt new KPIs and strategies that increase the retention of tourist revenue locally, the visitor satisfaction and ensure that tourism contributes to preserving and regenerating the cultural and natural heritage of places where we live and travel. Our work is based on learning and a methodology developed through the creation and implementing Venezia Autentica.
- [Venezia Autentica](#) is a social enterprise based in Venice, Italy which has pioneered and proven a new localized model that makes tourism more beneficial for people, both tourists and locals, the destination, and the environment. By leveraging marketing, digitalization and social innovation, VA influences the mindsets and behaviours of visitors, incentivises responsible consumption and production, and makes it easy for visitors to make a positive impact locally. In under five years, Venezia Autentica has reached over 45 million people and allowed 150+ selected MSEs to earn an estimated total extra income of 3 million euros annually.

## A proposed approach to tourism recovery post-COVID19

We recommend the following steps to ensure that the recovery of tourism advances a more beneficial approach to tourism and supports the ability to reach the SDGs by 2030:

- **Immediate actions:** Supporting MSMEs economically and encouraging domestic travel via rail
- **Short-term actions (now - six months):** Start working on the transformation of tourism by collaborating with social entrepreneurs and other relevant stakeholders to co-create policies and identify existing models and solutions to transform tourism
- **Mid-term:** Select and pilot new collaborative models and solutions
- **Longer-term (before 2022-3):** Scale new models, enforce policies, monitor and create feedback loops, to transform tourism and support lasting systemic change

## Concrete actions, key policy recommendations and enablers

### 1. Facilitate the adoption of new tourism KPIs and standards

- Incentivise government organisations and agencies to design and adopt new KPIs that: a) take into account the real impact and costs of visitors on destinations; b) aim to maximise the positive contribution of all visitors to the wellbeing of their destination (economy, community, culture, and environment) while decreasing their negative footprint.
- Incentivise tourism businesses to account for and publicly share their impact on the destination(s) where they operate and adopt a triple bottom line approach to all their operations. Reward good practice by recognising and promoting the results.
- Support the creation and diffusion of new industry standards to help travellers with their choices of products and services and incentivise responsible consumption and production in tourism as well as the adoption of more sustainable practices.
- Support the creation of programs and content for capacity building to facilitate the widespread adoption of new tourism strategies and KPIs.

### 2. Increase the retention of tourism revenue and the distribution of economic benefit

- Support the integration of local businesses that provide value to the local community into the consumer/visitor journey. Support schemes making it easy for travellers to identify and support small local businesses. Reward good practice by recognising and promoting the results.
- Provide financial support and tax relief to creative, cultural, and responsible businesses in tourist destinations and incentivise the adoption of responsible ways of producing.
- Enforce the payment of local and national taxes by international businesses that are making money by “selling” the destination.

- Create new taxes targeting unsustainable practices: a) make companies pay the costs caused by the negative impact of their activities on the destination's assets; b) make unsustainable practices less competitive, creating a competitive advantage for sustainable activities.

### **3. Switch from mass-marketing to management and smart marketing**

- Incentivise and support the transition from a marketing-only approach to tourism management to a real tourism and destination management with sustainability at the core. Reward good practice by recognizing and promoting the results.
- Incentivise innovation in tourism marketing to facilitate the creation of campaigns and contents that inspire tourists to adopt new behaviours that increase their satisfaction and their positive impact on their destination.
- Facilitate the adoption of new marketing and communication strategies in tourism by incentivizing the participation to capacity-building trainings and the hiring of consultants by government bodies, providing that the objectives of the campaigns are to promote responsible and sustainable tourism and to inform, and educate visitors.
- Incentivise the creation of new tourism products and services that provide a high-quality experience to the visitor and contribute to the valorisation and preservation/regeneration of their destination's cultural and natural heritage.

### **4. Leverage collaboration between multi-stakeholders to enable efficient action**

- Co-design policies and programmes with selected travel and tourism practitioners who build responsible tourism initiatives that support local people, places, and the planet at the core of their activities.
- Establish systems, infrastructures, and resources to ensure the exchange and transfer of travel and tourism best practices and new models between geographies and sectors.
- Create multi-stakeholder observatory groups at the local, national, regional and UN level in charge of monitoring the adoption and enforcement of tourism policies and standards, as well as the transfer and implementation of best practices which ensure that the travel and tourism industry is having a net positive impact on economies, communities, environment, and cultures.





## Problem statement

We face a climate and ecological emergency. The 2015 Paris Agreement and the Sustainable Development Goals include many targets agreed by governments at the UN, designed to lead to a zero carbon, resource-efficient world where we can all live well within the natural limits of our planet and leave sufficient space for nature to thrive too.

Climate change requires urgent action (SDG 13). According to the UN, although greenhouse gas emissions are projected to drop about 6 per cent in 2020 due to travel bans and economic slowdowns resulting from the COVID-19 pandemic, this improvement is only temporary. Climate change is not on pause. Once the global economy begins to recover from the pandemic, emissions are expected to return to higher levels.

The Catalyst 2030 movement believes social and inclusive enterprises can contribute to a green recovery by reconciling social progress and climate action for a more resilient society.

Based on our expertise, our recommendations focus on five distinct issues:

1. Sustainable living in cities and our built environment - citizens of wealthier nations are consuming and polluting at three to five times the sustainable level. This is not a good model for the world to emulate. We need to design our built environment and cities everywhere to make it easy for people to live a zero carbon, sustainable life. SDGs 11,12,13
2. Rural mobility - more than a billion people in rural areas in developing nations lack access to reliable roads or affordable transportation. This significantly impedes their ability to access livelihoods, healthcare and education. Rural mobility impacts 9 SDGs yet it is often overlooked in development policies, plans and programmes. Rural mobility is not yet embedded in SDGs, but it must be integrated into sustainable solutions. Bicycles have an important role to play in sustainable, affordable transportation for people in remote developing regions.
3. Oceans - 100M people in the global south rely on oceans for livelihoods and food, while ocean health is declining and coral reefs are being lost. Fishing and conservation are linked. SDG 14
4. Forests - The world lost a football pitch of primary forest every 6 seconds in 2019. This adversely impacts biodiversity, climate change and indigenous people. SDG 15
5. Health - The climate crisis is the greatest public health threat facing humanity, according to the Lancet and the World Health Organization.

*“The world lost a football pitch of primary forest every 6 seconds in 2019.”*

## Shovel-ready solutions

### Sustainable living in cities and the built environment

[One Planet Living](#) is a framework and process based on ten principles which helps people co-create action plans for real estate projects, for cities, businesses and other organisations, which enable truly sustainable or “one-planet” living. The framework was developed by social enterprise [Bioregional](#) based on successful projects including [BedZED eco-village](#), and has been used for 15 years in \$30 billion of real estate, London 2012 Olympics and in cities and projects on every continent.

## Rural mobility

[World Bicycle Relief](#) is a hybrid non-profit/social enterprise that addresses sustainable mobility in Africa, Latin America and Asia. They created the [Buffalo Bicycle](#) to meet the needs of women, men and children in rural areas with rugged terrain. 520,000 bikes have been distributed (sold + donated to those who cannot afford to buy them) in 20+ countries. Long lasting, easy to maintain and able to carry heavy loads. WBR's for-profit social enterprise Buffalo Bicycles Ltd distributes Buffalo Bicycles and supports users with a sustainable bicycle ecosystem with a network of retail shops, mechanics and spare parts. With a Buffalo Bicycle farmers deliver 25% more to market, school attendance rises 28%, and healthcare workers double the number of rural patients they can reach each day. A zero carbon solution which promotes good health. [Riders for Health](#) have a rural mobility solution for healthcare based on motorbikes.

## Oceans

[Blue Ventures](#) are a social enterprise who have perfected an approach to support fishing communities in the global south to locally manage their coastal resources; supporting food security and the local economy. Solutions to management, governance and socio-economic challenges are developed with communities, and powered by data and technology, to rebuild fisheries. [Oceanhub Africa](#) aims to bring sustainable finance to accelerate innovative impact-driven start-ups in Africa to protect our oceans.

## Forests

[Planete Urgence](#) is an NGO which partners to improve the capacities of local organisations in 15 countries to design and implement sustainable forest ecosystem preservation programmes. [Urban Forest](#) is a social enterprise working in Pakistan to provide help in creating fast growing, small urban forests, anywhere, using the Miyawaki Method, working in association with [Indian based social enterprise Afforestt.com](#).

## Health

[Health Care Without Harm](#) is an NGO working with the health care sector to address its climate footprint, become anchors for community resilience and sustainability, and advocates for environmental health and justice. HCWH's network extends to thousands of health facilities across 70 countries. The organization is developing strategies to accelerate the transition to renewable energy to power health facilities, as well as transform the healthcare supply chain so that its low carbon, toxic-free and sustainable.

# Actions

## Sustainable living in cities and the built environment

1. New buildings and city planning - National and city building control and planning policies are needed that promote highly energy efficient (zero carbon) buildings and enable sustainable lifestyles. Buildings account for up to a third of our carbon emissions and where we choose to build and how we develop our built environment can either make it easy for people to choose sustainable travel or leave them marooned, or having to use a car. As we look to a green recovery, being able to walk or cycle is important to stay healthy, cut carbon and foster community spirit. Supports SDGs 11.2, 11.3, 11.6, 12.2, 13.2
2. Existing buildings - Governments and cities need to introduce huge building energy efficiency retrofit programmes. This could create millions of new jobs as an alternative for those in carbon-producing industries. Supports SDGs 11.3, 11.6, 12.2, 13.2
3. Engage citizens to co-create green recovery plans for their community (city, village, town) Citizens can help governments to meet their targets if we engage with them. Supports SDGs 12.8 and 13.2

Enablers for a sustainable built environment would include the 10YFP One Planet Network Sustainable Buildings and Construction Group and the Green Building Council. The One Planet Living framework, is being used to enable sustainable living in cities and communities, and for citizen engagement, around the world.

## Rural mobility

1. Enact Resolution & Amendment to SDGs, embedding rural mobility and the right to mobility across the goals which will:
  - Promote systems-level change
  - Integrate rural mobility into government and funder policies, programmes, budgets
  - Promote multi-sector partnerships
2. UN-facilitated global compact to eliminate duties on bicycles, particularly for bicycles targeting users at the base of the economic pyramid in developing countries

## Oceans

1. Secure access rights for local people to manage their coastal natural resources and prioritise their use over industrial fisheries, accelerate locally-led marine conservation.
2. Make small-scale fishery livelihoods sustainable along the value-chain.
3. Governments and DFIs should commit to unlocking more funding, taking on risk that private investors are not willing to take on.

## Forests

1. Stop deforestation. Require restrictive regulation. And since 80% is related to agriculture, activate and educate consumers with required supermarket labels that detail forest impact of agricultural products.
2. Support Sustainable Forest Plans; ranging from international to local agreements. Support these with dedicated governance capacities, laws and funding. Require forest footprint commitments and reporting.
3. Urban Forests: Trees in cities bring multiple benefits, including cooling, holding water, beauty, biodiversity. Encourage urban forest planting programmes using native species with a goal of 50% green space, as London has, in every city.

## Health

1. Eliminate all subsidies and investments in fossil fuels as a public health intervention and policy
2. Finance hospitals and clinics to be powered by renewable energy and operate with energy efficient technologies and detox the supply chain of healthcare globally to support both global health and climate action goals.

## Cross cutting issues and recommendations included

1. The need to ensure that economic incentives and disincentives such as taxes or tax breaks and subsidies work for (rather than against) the planet and people.
2. Measuring what matters: move from GDP to well-being, which was noted by governments in the SDGs agreement.
3. Let local citizens have more power to shape their communities and livelihoods.
4. Localisation of supply chains and economies and the use of technology to enable that.



## Problem statement

Corruption undermines progress towards all 17 Sustainable Development Goals in three ways. First, it erodes the rule of law and obstructs the development of peaceful, just and inclusive societies. Corruption is a major obstacle to achieving Goal 16 by deepening fragility, generating conflict and preventing access to justice for those in need. Second, without strong institutions and good governance, societies will not reach their full potential. Where corruption plagues hospitals, progress towards targets on healthcare will be limited. Where corruption blights schools, targets on education are unlikely to be realised. Where corruption infests service delivery, goals on poverty eradication, clean water and affordable energy will be impossible to achieve. Finally, corruption cripples the capability of societies to pay for the vast investments needed to meet the SDGs. Achieving the SDGs is estimated to cost \$5 to \$7 trillion per year. The IMF finds that corruption reduces global tax revenues by \$1 trillion annually. Corruption reduces the amount of tax a state collects, and also reduces the effectiveness of developmental spending. UNODC estimates that up to 20% of public procurement is lost to corruption.

***“The IMF finds that corruption reduces global tax revenues by \$1 trillion annually.”***

In the COVID-19 era, corruption is one of the biggest threats to an effective pandemic response. Massive resources risk being misused as trillions of dollars move quickly through government stimulus packages and public procurement processes. Corruption also threatens global economic recovery, as it diverts public resources away from the provision of essential services, stifles growth, increases inequality, impedes investment, and hinders national and local economic development with a disproportionate impact on the poor and most vulnerable.

Reducing corruption is a particularly important component of the sustainable development agenda, as it is a critical element of the COVID-19 response and recovery, and one that all stakeholders have an obligation to address. State parties need not act alone. A coalition of civil society, business leaders, dedicated government officials, donors, and multi-lateral institutions must be built to fight the scourge of corruption that limits equitable human development. COVID-19 presents many challenges to the achievement of the SDGs by 2030, but with careful attention to improving the integrity and accountability of government institutions in this time of crisis, we have a unique opportunity to reimagine new approaches and “build back better” so that we can accelerate the sustainable development agenda moving forward.

The development of sustainable livelihoods in rural areas, for example, also has direct implications on the reduction of migration to cities, thereby improving the quality of life of workers and mitigating resource and infrastructure over-dependency. Transforming the tourism industry into a driver of sustainable development will be necessary to preserve the livelihoods of hundreds of millions while advancing the SDGs.

## Recommendations

- 1. Review SDG 16 annually at the HLPF, given its cross-cutting nature underpinning the whole 2030 agenda.**

SDG 16 is critical because corruption undermines the world’s overall ability to achieve all 17 goals. SDG 16 was reviewed for the first time in the 2019 HLPF. Mentions of corruption, however were very scarce and anti-corruption language does not appear in the High-level Segment of the United Nations Economic and Social Council. Given that SDG 16 has the potential to accelerate or decelerate the achievement of all 17 SDGs, it should be reviewed annually at the HLPF in the context of each year’s thematic area.

## **2. Include non-official data sources alongside official data sources in the formal global and national monitoring of SDG 16 implementation.**

The current official indicator for corruption is limited to bribery transactions, which does not capture the multi-dimensional nature of corruption – in particular, critical aspects of power and elite bargaining. Moreover, relying on official government data to track progress on an issue as complex, controversial, and political as corruption, does not capture true progress, or lack of progress when it comes to corruption. Non-official data collected by civil society can fill methodological and conceptual gaps in SDG 16 data through innovative approaches and partnerships, and can also reduce the capacity strain on National Statistical Offices.

One example of a non-official data source is Transparency International's [Spotlight Reporting Questionnaire](#) for SDG 16.4, 16.5, 16.6, and 16.10 and its spotlight reports assessing country-level implementation around the world. The UN should therefore push its Member States towards greater civic participation within the VNR process and require CSO representatives in HLPF delegations. Additionally, the HLPF should go further in highlighting spotlight reports produced by civil society, thus allowing for a more comprehensive picture.

## **3. When analysing the implementation of any SDG, including those related to climate change, health, gender equality or education, also assess the integrity of the system intended to deliver goods and services.**

Are budgetary and procurement processes robust, how are funds allocated, and is the distribution of resources conducted in a transparent manner? The official indicator for corruption as limited to bribery transactions under SDG 16 does not respond to these critical questions of how corruption affects specific SDGs.

This is why Transparency International has developed a [resource guide](#) that allows organisations to track country progress along these lines in a cross-cutting manner. The organisation has also developed a useful dashboard that (1) produces evidence that corruption hinders progress towards national development goals; (2) identifies innovative mechanisms to mitigate corruption risks in SDG implementation; and (3) tracks the effectiveness of these measures over time jointly with SDG implementers. Based on an initial pilot in Rwanda, the tool has potential for authorities and civil society to constructively collaborate by producing a highly-actionable roadmap to reduce corruption vulnerabilities in SDG implementation.

## **Corruption in the context of COVID-19**

With the focus of the 2020 HLPF on COVID-19, we offer the following recommendations in light of the current global crisis.

### **1. Highlight the importance of transparency and accountability of COVID-related public spending.**

The HLPF should use its influence to help governments reduce corruption and self-dealing during this crisis to ensure that government funding is effective. The HLPF should also coordinate efforts with other multilaterals such as the IMF or World Bank in order to ensure consistency of messaging. Organisations such as [The Open Government Partnership](#) are providing government officials and their partners with practical tools and resources to keep government accountable, which showcases their commitment to integrity that can help bolster trust that is so essential to stemming the pandemic. This includes [a list of 200+ crowd-sourced examples](#) of policies and procedures to reduce corruption during the pandemic and [a guide for open government reformers](#).

Open Contracting Partnership has recommendations on how governments can implement protocols that allow them to buy emergency equipment quickly and without favouritism. Moving from paper-based procurement systems to [transparent electronic systems](#) can help expose and prevent corrupt practices, and will yield benefits far beyond the current crisis. Finally, donors helping in the fight against COVID-19 should implement both short and long-term anti-corruption safeguards. In the short-term, this includes

strong communication from leadership that anti-corruption remains a priority, being as transparent as possible when it comes to donors' own budgets and activities, and simplifying and strengthening internal preventive controls to the extent possible in light of the pressure to disburse funds quickly. In the long term, donors should ensure ex-post accountability, strengthen integrity management and internal controls, and support wider anti-corruption and good governance reform.

**2. Ensure that any temporary constraints on civic space are explicitly time-bound and that Member States adhere to their commitments to be responsive, inclusive, and participatory.**

Prior to the pandemic, there was already a global trend towards shrinking civic space. This threat has been accelerated and exacerbated by COVID-19. Prohibitions against in-person gatherings have had a dramatic impact on civic space across the globe. Technology being used to track COVID-19 data poses data protection and privacy risks. Basic activities for many civil society organisations, from holding meetings and workshops to lobbying, protesting and funding activities, have come to an abrupt halt. However, civic space is critical to ensure that corruption does not undermine COVID-19 response and recovery. Civil society can support government both as a partner and as a watchdog, increasing the likelihood of government officials behaving responsibly. Civil society partners can be a source of ideas, innovation, and support in building back better. Advocacy organisations and journalists, such as the [Organized Crime and Corruption Reporting Project](#), help build the will for policy and systems change on corruption, but also issue areas across the SDGs.

**3. Encourage the private sector to address accountability issues related to businesses around corruption, especially in relation to COVID-related spending.**

Private sector action is important across the SDGs, but businesses play a particularly direct role in the proliferation of corruption and can therefore help in curbing corruption. The business sector can either facilitate or stall solutions around stolen asset recovery, tax evasion, extractive industries, transparency, and ethical investment. We urge Member States to adopt measures such as those promoted by the [B Team](#), including: transparency in company ownership and public contracting; adopting responsible corporate tax practices; and protecting civic rights that ensure citizens' freedoms as well as stable, sustainable business environments.



# Social cohesion and peace

Main SDGs



## Problem statement

In the lead up to this period of historic turbulence, many democracies around the world were already suffering one of their worst “social cohesion recessions” in memory. From political stalemate and the rise of nationalism, to increased racial and ethnic tensions, to increasing fear of the “other”, the risks for violent conflict and political repression was already rising to alarming levels. And then came COVID-19. The coronavirus has laid bare the extraordinary dangers faced from divided and unequal societies in the globally connected world. The hardest hit during this initial phase of the pandemic have been the poor, the vulnerable and the marginalised. Rising fears related to the virus have led to increasing xenophobic hate crimes against perceived foreigners.

Despite the enormous challenges of COVID-19, one initial and seemingly paradoxical side effect has been increased feelings of solidarity and cohesion in societies across the world. This amplified solidarity is because the virus has created challenges and forced sacrifices from all members of societies - albeit in unequal amounts. And all feel gratitude towards those on the frontlines of the emergency response.

During this period, we have also seen inspiring mass protest-movements for increased inclusion and justice and against systemic racism and police violence. These protests were ignited primarily by a number of tragic law enforcement killings of black people in the US. In addition, they were a product of the disproportionate impact COVID-19 and its economic impacts have had on societies, as well as underlying inequality and racism.

*“Despite the enormous challenges of COVID-19, one initial and seemingly paradoxical side effect of the pandemic has been increased feelings of solidarity and cohesion in societies across the world.”*

## Overarching changes envisioned

During this time of extraordinary societal upheaval, we aim to fundamentally change policies and social norms on social cohesion and peace at all levels of government and society worldwide. The aim is to help tip the scales towards justice. Below are overarching changes we would like to see implemented, followed by specific, “shovel-ready” scalable interventions.

- Improve general sentiments of social solidarity in cities and societies.
- Rebuild communities to be more cohesive and resilient.
- Reform or replace policies and institutions within cities, and in societies more broadly, that exclude and/or oppress black, indigenous, people of colour, immigrants, LGBTQIA+, those with disabilities and other marginalised communities.
- Reform or replace policies and institutions that maintain structural racism.
- Defund policies, practices, and institutions that are rooted in or perpetuate racism and the exclusion of minorities, and invest in community-based, anti-violence programmes, trauma-informed services, and restorative justice programming.
- Take the leadership of those most impacted by oppressive institutions and follow the lead of Black Lives Matter to create “a world free of discrimination and separateness, where every person has the social, economic, and political power to thrive.”
- Seek to eradicate all “isms”, (eg, sexism, racism, ableism), prejudice and fear of the other through extensive communications and direct contact campaigns aimed at building bridges and overcoming fear and conscious or unconscious bias.
- Build local templates for cohesion, inclusion, and structural change that we can then begin to scale “upward and outward” throughout countries globally.



- Make it more likely that social cohesion and inclusion – and policies that support these practices become the norm for communities and societies post-COVID-19.
- Support cities and national governments with tools and policies to rebuild their societies to be more just and inclusive in the wake of COVID-19.
- Support cities and national governments with tools to promote an inclusive and pluralistic narrative at a time of declining tolerance. To promote social solidarity and address growing intolerance and fear.

## Shovel-ready solutions

### Specific local level solutions

The local level is generally believed to be the most participatory in government. Typically, municipal and state leaders are more trusted than political leaders at the national level. In addition, cities and states have proven to be the biggest governmental champions of inclusion and social cohesion. For example, there are already thousands of municipalities around the world. From small European towns to large cities in Africa, they are actively advancing inclusion and social cohesion in their jurisdictions through innovative policies, programmes and narratives. What follows are some examples of scalable municipal and state level social cohesion solutions:

#### 1. Standards for welcoming and inclusive municipalities worldwide. Scalable model from: [Welcoming International](#)

Standards for welcoming and inclusive municipalities worldwide. Scalable model from: Welcoming International Through the Welcoming Standard, members of the Welcoming International network have captured the core of what it means to be welcoming for municipalities. These standards provide a comprehensive roadmap for local-level inclusion of immigrants, refugees and all residents.

The Welcoming Standard addresses a range of essential components, from language access to hiring practices and more. Beyond traditional immigrant integration strategies, the Welcoming Standard includes practices for fostering social cohesion/ greater unity between long-time residents and newcomers. To see Welcoming standards/ frameworks designed for cities in the U.S., Australia, Germany, New Zealand and the UK go to: <https://welcominginternational.org/resource-library/>

#### 2. Model state policies on immigration detention reform. Scalable model from: [Freedom For Immigrants](#)

What we are able to accomplish at the local level can push national reforms. For example, in the United States context, immigration is federal, but states and municipalities maintain some control. The state of California offers an example. California passed in 2017 the Dignity Not Detention Act--composed of the [first state-wide bills](#) in the country to stop detention expansion and give the state attorney general [oversight powers](#). Prior to the passage of these bills, California used to detain a quarter of all people in immigration detention.

Since Dignity Not Detention went into effect, seven municipalities ended their immigration detention contracts. California then [passed another bill to phase out private prisons](#) in 2019. As the state moves to divest from imprisoning immigrants, it also is considering investing in re-entry and post-release services. For example, criminal justice and immigrant rights organisation came together to publish [The Budget to Save Lives](#), a detailed proposal highlighting the urgent public health needs for the California 2020-21 budget to prioritise decarceration efforts. Taking a cue from California and feeling mounting pressure to respond to the effects of COVID-19 on people incarcerated, the US House of Representatives introduced the [First Act](#) and passed the [HEROES Act COVID-19](#) relief legislation. This legislation would provide for urgent and critical restrictions on immigration detention and enforcement during this unprecedented national public health emergency.

### **3. “Let’s Talk Disability,” Dispelling myths and building understanding and trust between disabled residents and the broader community. Scalable model from: [Shonaquip](#)**

Shonaquip Social Enterprise recognises the importance of communities functioning as a holistic ecosystem if inclusive, barrier-free living is to become a reality to transform the lives of people with mobility and other disabilities. Part of its work involves scaling ‘Let’s Talk Disability’ engagement opportunities across communities in Southern Africa. It brings people together to explore and identify existing unconscious fears, prejudice, stigmas and stories about disability.

Participants from different sectors are invited to collaborate in finding community-based solutions to address the barriers which stifle inclusion and equitable access to resources, services and opportunities. This process stimulates conversations about inclusion and how it can become a reality. A standard session includes discussions about the definition of disability, a discussion about the rights and barriers (social, educational, attitudinal, policy, assistance and physical) experienced by people with disabilities and their families. Typical action resulting may include a new collaboration to achieve a goal, developing or refining referral pathways, or plans to influence decision makers in key areas.

### **4. Municipal Narrative Change/ Social Solidarity Initiative. Scalable model from: [Welcoming International](#), [Mayors Migration Council](#), [More in Common](#)**

This communications and action initiative will involve civil society and government actors globally. It aims to get ahead of the threat of rising fear of the “other” in the COVID-era and seize on opportunities provided by growing solidarity felt towards frontline workers, who are generally overrepresented by immigrants and minorities. Narrative change resources will be created to help partners disseminate an inclusive “all of us” story that harnesses the pride and community spirit felt by the public. It will connect to inclusive story of the contributions made by a diverse range of people, including migrants and minorities. The initiative will also focus on how governments and cities can leverage increased sentiments of solidarity to conduct “inclusive recovery planning” efforts. These will aid in re-building better more inclusive, cohesive and more just communities in the wake of COVID-19.

## **Specific solutions for the national and local context**

The following are solutions that can be implemented at either the local or national levels. They reinforce the idea that change is needed at all levels of society if we want to reach a world in which social cohesion and peace is the norm.

### **1. Alternative to national detention programme**

The US-based non-profit [Freedom for Immigrants](#) runs a community-based alternative to immigration detention programmes that welcomes immigrants into the social fabric of the United States, instead of incarcerating individuals into its prison system. Freedom for Immigrants [wins the release of immigrants](#) in detention on bond or parole, then provides them with post-release support including housing in [volunteer sponsor homes](#).

### **2. Truth and Reconciliation Commissions**

Truth and Reconciliation Commissions in South Africa were an important tool in promoting social cohesion during another period of historic opportunity and risk. In South Africa’s case this was the period directly following the end of apartheid. Through the Truth and Reconciliation Commissions, South Africans of all backgrounds were given a safe space to tell their story and in many cases to express either their pain or their remorse. Funded by the national government, and supported by all sectors, the commissions gave people the opportunity to tell their story on a national platform, and advanced societal and individual healing at a time when tensions were unimaginably high. Although the process was far from perfect, this is a scalable solution that is needed in this extraordinary moment of reckoning for societies across the world.

### 3. Police reform: Scalable solutions from [Center for Policing Equity](#)

The Center for Policing Equity is a research and action think tank that produces analyses identifying and reducing the causes of racial disparities in law enforcement. Using evidence-based approaches to social justice we use data to create levers for social, cultural and policy change.

#### **Scalable solution #1: Policing equity standards**

Set a new standard and be explicit in this redefining. Communicate across organisation's culture, training and policies. This process includes data collection and increased analysis, as well documenting and circulating "big wins" and barriers (to improve collective learning). Companies adopt new standards on race-related issues in the workplace and communicates this out to their employees, clients and other stakeholders. Police departments adopt and fully institutionalize new guiding principles on procedural justice, then review their policy, training and practices to ensure they explicitly reflect these new principles.

#### **Scalable solution #2: Implementing formal accountability measures**

Create incentivising measures at state, federal or global level to support local efforts and add accountability. Government sponsored block grants to support police department engagement in cultural realignment, procedural justice implementation, or justice initiatives. Measure what matters and manage it. Use data as an accountability tool to hold police departments, and towns/cities to values of fairness. CPE can for example measure police data on use of force to identify and address racial disparities. A company can review data on wages to identify and address gender disparities in pay.

#### **Scalable solution #3: Structural changes and reconciliatory initiatives**

Aim to undo past trauma through structural changes and reconciliatory initiatives. These must recognize the dignity and victimisation of individuals in their communities and acknowledge violations, while aiming to prevent them from happening again. Additionally, initiatives must seek to communicate and share their story and partner with communities to highlight their stories. The very same places where reconciliation is necessary, host the communities with bottom-up solutions for change; ensure that collaboration is focused on building a path forward. Police departments can engage with the most over-policed communities in reconciliation sessions, and use takeaways from these conversations for structural change. Those participating in these sessions should become leaders in spearheading that change, not just providing feedback on pre-drawn solutions.

#### **Scalable solution #4: National review board**

Create a national review board and apply a system-accident framework to help agencies assess catastrophes after the fact. This assists in changing operational systems rather than hold individuals blameworthy and overlook larger systemic issues. By evaluating misconduct or violence within a framework, we are emphasizing the complexity of the issue, rather than individual fault or blame as the root cause. An example is the murder of George Floyd in Minneapolis, MN, which is not an isolated incident, but rather a larger systemic issue of race and policing. Efforts can be made to create a national review board to address the incident, compare it to other patterns across departments, propose systemic changes, and ensure this does not happen again in the future.

#### **Scalable solution #5: Restorative Justice and Appropriate Dispute Resolution**

The North American youth criminal justice system is over-burdened by many issues that are not criminal. They flow from a combination of adolescent conflict in the context of inner-city challenges -poverty, inadequate housing, violent neighbourhoods, hunger, mental health issues and racism. The negative impact of criminal charges on children and youth last a lifetime, cost society their future productivity and result in huge and wasted expenditures of tax-payer dollars. The statistics are clear. Once charged and referred into the criminal justice system, a majority of young people will be back in court, and, eventually in jail. The negative impact of the criminal justice system is predominantly borne by those who are already the most marginalised, as well as those who are from immigrant communities.



## Problem statement

The coordinated global response to COVID-19 has revealed resources which are available when humanity is faced with a collective crisis. The lessons and successes gleaned from this should inform our response to the greatest challenge we currently face: the environmental, societal and economic crises we seek to address through the SDGs. If we are to survive at the current global population we must move from systems of incremental and siloed change to rapid, integrated and emergent transformations. This will require new finance and philanthropy agreements, structures, products, and processes to facilitate a new co-creative ecosystem with financiers, investees and clients developing and testing solutions.

Currently there is a divide between those who fund social innovations and those who are perceived as achieving it - leading to challenges of competition, waste and herd mentality. The dominant funding paradigm is one of safe-bets, business as usual, personalisation, and status-seeking. The dominant social innovations paradigm is one of competition, burn-out activism, adversarialism, and brand identity. We are unable to rapidly test and learn from new social innovations due to incentives that demand conformity within the very system that needs changing.

## Shovel-ready Solutions

### 1. Adopt a for-benefits new economies ecosystem approach

New economies differ from conventional ones in that they are driven by a whole systems for-benefits logic. They represent a significant and growing sector. Organisational models include cooperatives, NGO/ non-profit, community development corporations and social enterprises; as well as emerging models such as global action networks and benefits corporations. Following the 2008 global financial crisis and the increasing emphasis on sustainability, many new economies paradigms have emerged: circular-, regenerative-, restoration-, ecological-, common good-, doughnut- economics; décroissance / degrowth, new economy, wellbeing economy, sustainability, flourishing, Buen Vivir, and thriving.

Though the field remains modest, its success is critical to achieving long-term sustainability. This field building seeks an equilibrium between new economies and for-profit models and it requires:

- Investing in R&D for developing new economies;
- Building field capacity and skills associated with for-benefits;
- Creating standards for the performance of for-benefits; and
- Fostering collaboration amongst for-benefits in particular.

This movement underpins the move beyond “colonial” outsider-driven approaches that have dominated the Global South and impeded transformation there. New Economies recognise “economies” rather than “economy” and the need to have diverse approaches.

### 2. Develop new economies collaboration spaces

New economies have a different logic, but they still depend on relationships for their success. This logic prioritizes the capacity to address a broad range of issues and opportunities in any community. New economies are hindered by challenges related to scaling and capitalization. They troubleshoot this at “hubs” where they congregate to develop synergies - these hubs need investment.

### 3. Develop the field of systemic change investing

This new approach to investing is emerging to complement traditions of return on investment, socially responsible and impact investing. Leaders include The Investment Integration Project, Future Capital and Climate-KIC. We recommend the creation of and investment in:

- Institutions such as a social stock exchange in India and Project Heather, a new stock exchange opening later this year in Scotland;
- New products such as “prevention derivatives” that invest in prevention of harm rather than payment for damage caused such as in preventing wildfires;
- New networks, such as Transformations Financiers Network, that convene financiers including science funders, foundations, impact investors, government agencies, crowd funders and ROI/SRI financiers to explore blended approaches to financing and field building;
- New strategies, such as investing in a portfolio of for-benefits organisations that collectively produce valuable synergies.

### 4. Support evaluation-as-learning for course correction cycles

Traditional input-output, project-based, short-term evaluation will not address the systemic issues defined by the SDGs. Transformations evaluation focuses on long-term, complex synergies, systems, adaptive learning and deep change. Transformations investing is characterized by the need for experimentation and undertaking highly novel actions. We need an evaluation modality that emphasizes learning and adaptation rather than assessment against predetermined goals.

## Action

### 1. Establish an R&D fund for humanity

Systems changes require collaboration between many different actors and co-learning toward a distant shared horizon. We must rapidly transform the relationships, power dynamics and behaviours that underlie the flow and management of resources into social innovations. In a working model everyone - donors, doers and clients - are field builders, moving away from a consumer model to one of Research & Development for the field.

A new participatory co-lab design space needs to incentivise radical collaboration, leading to effective prioritisation of new financing. In this space, small promising innovations can be considered alongside large names for their merit and evidence base. From there a learning agenda with consistent agreements and M&E frameworks can be achieved to reduce overhead and administrative time wasted on answering too many stakeholders with divergent perspectives.

Findings from the learning agenda should be pooled and synthesized under the SDG framework and made into an easily accessible open resource and effective tools for advocating policy level changes. SDG collaborations can then make macro level recommendations on evolving focus areas for participating countries under the UN, urging them to adopt the same recommendations so that the efforts of hundreds of micro level initiatives are brought into a systematic process for making sustainable changes. In this way, government commitment of various countries will advance various focused areas within the SDG goals which will have a long-lasting impact.

**Specific next step:** Support Catalyst 2030 in creating an R&D Fund for Humanity Scoping Team to identify the existing players, networks and resources that should be involved in such a co-creative effort and to provide initial findings and recommendations.



## Problem statement

There are two interrelated problems:

First, a key obstacle to advancing the SDGs is capturing the right metrics and data at both the national and subnational levels, to rapidly identify, accelerate and/or scale what works in different contexts, design solutions tailored to local needs, and actually monitor performance in achieving the SDGs on an ongoing basis.

Second, the SDGs are an amalgam of goals and targets. But this is not how people experience sustainable development. The SDGs need to be reflected through the lived experiences of people in the world. Moreover, there is overwhelming evidence that lasting, resilient and sustainable change can only be achieved when the populations meant to benefit from the change have a voice and a clear sense of ownership of the intended outcomes. Changes that are imposed from above or outside are rarely positive and seldom lasting.

These two challenges find a common articulation in the way evidence and data are generated. The evidence that informs policy making and resource allocations today is - with rare exceptions - initiated from above and implemented top-down. Clients and beneficiaries are routinely asked for their inputs and feedback. But it is rare for them to be responsible for determining the objectives of programmes meant to benefit them, or for them to be in charge of the mechanisms and tools that generate the evidence that truly matters.

What would a world look like where client-driven evaluation became a norm that was embraced and welcomed by governments, donors and implementing agencies

## Shovel-ready Solutions

Many organisations are committed to putting the clients and communities they serve at the centre of what they do. This principle is captured, for example, in the Core Humanitarian Standard on Quality and Accountability, which has been endorsed by hundreds of organisations.

To enable client-driven evaluation we ask for consideration of the following:

1. Clients must be able to co-create the standards against which to assess the success of a project meant to improve their lives.
2. Clients must have free, open and easy access to all key documents that contain information about what is meant to benefit them. This can include but is not limited to budgets, contracts, project documents. Sufficient information must be accessible in the clients' language.
3. Clients should have free, open and easy access to tools that enable them to assess and report whether they are receiving what they were meant to receive.
4. Clients should be able to secure redress where these commitments are not met.

### Examples:

<https://www.barefootcollege.org/>

<https://www.checkmyschool.org/>

<https://iwaweb.org/>

<https://www.povertystoplight.org/>

<https://www.projectschothouse.org/>

<https://www.truefootprint.com/>

<https://yourbudget.com/>



# Approach

## Immediate:

- Collaborative efforts in the context of COVID-19 response and recovery
- Launch country pilots as part of Catalyst 2030

## Short term:

- Lobby some large INGOs that are signatories of the Core Humanitarian Standard

## Longer term:

- Get endorsement for client-driven evaluation principles from UN, Inter-American Development Bank, World Bank

## Catalyst 2030 can help to advance this agenda by providing:

1. A catalogue of examples
2. Concrete tools
3. An entire system; all the pipes and wires, rather than a patchwork of initiatives.
4. Assurance that we will follow those principles as well.
5. Leverage for collaborative momentum
6. A checklist of best practices
7. A design handbook that outlines concrete steps.
8. An online workshop similar to a design principles workshop for any initiative in the commercial sector
9. The tools and tech for CDE to turn it into a utility for the sector

# Bibliography

## Chapter 1 Introduction

Ashoka, Catalyst 2030 Co-Impact, Echoing Green, McKinsey, Schwab, Skoll and SystemIQ, 'Embracing Complexity'  
<https://www.ashoka.org/en-us/embracing-complexity>

## Chapter 4 Recommendations

Government recommendations are framed to be in accordance with the Scaling Pathways Series, a collaboration between the Innovation Investment Alliance and CASE at Duke University. <http://scalingpathways.globalinnovationexchange.org/>

## Health

World Health Organization Situation report - 141 (June 2020)

Covid19- Analysis Tool - University of Rio Grande do Sul (June 2020)

Roberton T. et al. Early estimates of the indirect effects of the COVID-19 pandemic on maternal and child mortality in low-income and middle-income countries: a modelling study (May 2020)

Global Financing Facility Investors Group GFF leaders warn of emerging secondary global health crisis from disruptions in primary health care due to COVID-19 (April 2020)

Parpia A. et al. Effects of Response to 2014–2015 Ebola Outbreak on Deaths from Malaria, HIV/AIDS, and Tuberculosis, West Africa (March 2016)

Abrams E. et al. COVID-19 and the impact of social determinants of health (May 2020)

Pontifícia Universidade Católica - RJ study (May 2020)

## Food Security

Food Systems Dashboard: <http://foodsystmsdashboard.org/>

Food Systems Prize <https://www.foodsystemvisionprize.org/>

SUN Business Network <https://sunbusinessnetwork.org/>

NourishingAfrica.com <https://nourishingafrica.com/>

Chefs contribution to Food Ecosystem

Teresa's point: <https://betumiblog.blogspot.com/2007/12/tapioca-project-and-cooking-contest.html?m=1>;

Brazilian example: [www.institutomaniva.org/](http://www.institutomaniva.org/)

[https://drive.google.com/file/d/1xLSMRnypwmJVXpSNX1VoUuly02ua5zj\\_/view?usp=drivesdk](https://drive.google.com/file/d/1xLSMRnypwmJVXpSNX1VoUuly02ua5zj_/view?usp=drivesdk) ;

Brazilian Law (Portuguese): <https://periodicos.ufv.br/oikos/article/download/3682/1954/>

Upscaling production and consumption of neglected indigenous species: Case studies in Kenya, Tanzania, Mali and India

<http://www.icrisat.org/impacts/impact-stories/lcrisat-impacts-23.htm>

<https://www.icrisat.org/smart-food-endowment-fund/>

<https://www.smartfood.org/project/sorghum-and-millet-hope-for-food-and-nutrition-security-in-africa/>

<https://www.bioversityinternational.org/e-library/publications/detail/minor-millet-as-a-central-element-for-sustainably-enhanced-incomes-empowerment-and-nutrition-in-r/>

## Education

<https://www.worldbank.org/en/topic/education/brief/learning-poverty>

<https://en.unesco.org/news/137-billion-students-now-home-covid-19-school-closures-expand-ministers-scale-multimedia>

## Corruption

<https://tapnetwork2030.org/romedeclaration/>

<https://www.transparency.org/en/press/sdg-16-is-the-key-to-the-2030-agenda>

<https://www.sdg16hub.org/system/files/2018-08/Transparency%20International%2C%20Corruption%20and%20SDG%2016%20tool.pdf>

<https://www.transparency.org/en/blog/three-steps-towards-corruption-free-sustainable-development>

<https://knowledgehub.transparency.org/product/monitoring-corruption-and-anti-corruption-in-the-sustainable-development-go>

<https://www.unssc.org/courses/anti-corruption-context-2030-agenda-sustainable-development/>

<https://www.opengovpartnership.org/collecting-open-government-approaches-to-covid-19/#examples>

<https://www.opengovpartnership.org/documents/a-guide-to-open-government-and-the-coronavirus/>

<https://www.open-contracting.org/2020/04/08/5-procurement-strategies-for-navigating-the-covid-19-crisis-from-around-the-world/>

<https://www.opengovpartnership.org/documents/a-guide-to-open-government-and-the-coronavirus-civic-space/>

<https://bteam.org/our-work/causes/governance>

# Letters to G20 Leaders on COVID Recovery and Climate Action

May 26, 2020

In support of a #HealthyRecovery

Dear President Alberto Fernández, Prime Minister Scott Morrison, President Jair Bolsonaro, Prime Minister Justin Trudeau, President Xi Jinping, President Emmanuel Macron, Chancellor Angela Merkel, Prime Minister Narendra Modi, President Joko Widodo, Prime Minister Giuseppe Conte, Prime Minister Shinzo Abe, President Andrés Manuel López Obrador, President Vladimir Putin, King Salman bin Abdulaziz Al Saud, President Cyril Ramaphosa, President Jae-in Moon, President Recep Tayyip Erdoğan, Prime Minister Boris Johnson, President Donald Trump, President Charles Michel and President Ursula von der Leyen

(cc: G20 chief scientific / medical / health advisors)

Health professionals stand united in support of a pragmatic, science-based approach to managing the COVID-19 pandemic. In that same spirit, we also stand united in support of a #HealthyRecovery from this crisis.

We have witnessed firsthand how fragile communities can be when their health, food security and freedom to work are interrupted by a common threat. The layers of this ongoing tragedy are many, and magnified by inequality and underinvestment in public health systems. We have witnessed death, disease and mental distress at levels not seen for decades.

These effects could have been partially mitigated, or possibly even prevented by adequate investments in pandemic preparedness, public health and environmental stewardship. We must learn from these mistakes and come back stronger, healthier and more resilient.

Before COVID-19, air pollution - primarily from traffic, inefficient residential energy use for cooking and heating, coal-fired power plants, the burning of solid waste, and agriculture practices - was already [weakening our bodies](#). It increases the risk of developing, and the severity of: pneumonia, chronic obstructive pulmonary disease, lung cancer, heart disease and strokes, leading to [seven million premature deaths each year](#). Air pollution also causes adverse pregnancy outcomes like low birth weight and asthma, putting further strain on our health care systems.

A truly healthy recovery will not allow pollution to continue to cloud the air we breathe and the water we drink. It will not permit unabated [climate change and deforestation, potentially unleashing new health threats upon vulnerable populations](#).

In a healthy economy and civil society the most vulnerable among us are looked after. Workers have access to well-paying jobs that do not exacerbate pollution or nature degradation; cities prioritise pedestrians, cyclists and public transport, and our rivers and skies are protected and clean. Nature is thriving and our bodies are more resilient to infectious diseases, and nobody is pushed into poverty because of healthcare costs.

To achieve that healthy economy, we must use smarter incentives and disincentives in the service of a healthier, more resilient society. If governments were to make major reforms to current fossil fuel subsidies, shifting the majority towards the production of clean renewable energy, our air would be cleaner and climate emissions massively reduced, powering an economic recovery that would spur global [GDP gains of almost 100 trillion US dollars](#) between now and 2050.

As you direct your attention to the post-COVID response, we ask that your acting chief medical officer and chief scientific advisor are directly involved in the production of all economic stimulus packages, report on the short- and long-term public health repercussions that these may have, and give their stamp of approval.

The enormous investments your governments will make over the coming months in key sectors like health care, transport, energy and agriculture must have health protection and promotion embedded at their core.

What the world needs now is a #HealthyRecovery. Your stimulus plans must be a prescription for just that.

Yours sincerely,

350 organisations representing over 40 million health professionals, and over 4,500 individual health professionals, from 90 different countries.

The full list of signatories is available [here](#). A few of the signatories are listed below.

|                       |   |
|-----------------------|---|
| <b>Global</b>         | World Medical Association                                       |
|                       | International Council of Nurses                                 |
|                       | ISDE International  |
|                       | World Federation of Public Health Associations                  |
|                       | World Organization of Family Doctors (WONCA)                    |
| <b>European Union</b> | European Respiratory Society                                    |
|                       | standing Committee of European Doctors (CPME)                   |
| <b>Argentina</b>      | Sociedad Iberoamericana de Salud Ambiental                      |
| <b>Australia</b>      | Australian Medical Association                                  |
|                       | College of Intensive Care Medicine of Australia and New Zealand |
| <b>Brazil</b>         | ABRASCO - Associação Brasileira de Saúde Coletiva               |
|                       | Brazilian Thoracic Society                                      |
|                       | Sociedade Brasileira de Medicina de Família e Comunidade        |
| <b>Canada</b>         | Canadian Medical Association                                    |
| <b>Germany</b>        | German Society of Internal Medicine                             |
| <b>France</b>         | Conseil national de l'Ordre des médecins                        |
| <b>India</b>          | Indian Academy of Paediatrics                                   |
|                       | Public Health Foundation of India                               |
| <b>Indonesia</b>      | Indonesian Rural and Remote Doctor Association - IRRDA          |
| <b>Italy</b>          | Federazione dei Medici Chirurghi e degli Odontoiatri ( FNOMCeO) |
| <b>Japan</b>          | Japan Medical Association                                       |
| <b>Mexico</b>         | Mexican Nursing Students' Association                           |
| <b>South Africa</b>   | The South African Medical Association                           |
| <b>South Korea</b>    | Yonsei University Health System                                 |
| <b>Turkey</b>         | Halk Sağlığı Uzmanları Derneği (HASUDER)                        |
| <b>United Kingdom</b> | British Medical Association                                     |
|                       | Royal College of Surgeons of England                            |
| <b>United States</b>  | American Public Health Association                              |
|                       | Rural Nurses Organization                                       |
| <b>Non-G20</b>        | Primary care & rural health, Bangladesh                         |
|                       | Philippine College of Physicians                                |
|                       | MSF Southern Africa   |

# Land rights



Though not having a separate working stream throughout the campaign, this topic was highlighted as being crucial to many of our overarching systems change goals. As such, a brief has been included on the topic. This, like the other topics explored during the Catalyst 2030 Campaign, will be the subject of an in-depth publication in the coming months.

## Problem Statement

Member States recognised the cross-cutting nature of these rights by committing to three targets that explicitly mention secure access, control and rights to land under the SDG Goals to eradicate poverty (Goal 1), ensure food security (Goal 2) and achieve gender equality (Goal 5). Further, to give traction to these commitments, Member States approved three indicators to track their progress in securing land rights: SDG indicators 1.4.2, 5.a.1 and 5.a.2.

These highly visible commitments within the SDG's influential political space and its built-in accountability offer a momentous opportunity to strengthen land rights for all—to make a difference for hundreds of millions. Regrettably, five years into the SDGs, most Member States have yet to adopt a trajectory that will enable delivery on their promising commitments of meaningful and lasting land rights' improvements that leave no one behind. By and large, they have yet to include these commitments in their national plans and to initiate or advance the type legal reforms and programmatic actions needed to achieve secure land rights for all.

Failing to ensure secure land rights for all will severely impair Members States' ability to achieve SDG Goals 1, 2, and 5. It will also compromise other SDG Goals to ensure sustainable cities and communities (11), economic growth, reduced inequality (10), climate action (13), protect life on the land (15), and access to education, good health and well-being (3). The urgency of addressing land rights for all has been heightened by COVID-19 and its unprecedented impact on employment, safety nets, and reversed migration.

## Recommendations

To ensure Member States prioritise effective, inclusive and gender-responsive action to secure land rights for all, Landesa asks the HLPF to encourage and support national-level efforts to:

- Identify key challenges preventing millions of women, men, indigenous peoples and local communities from enjoying secure land rights. Member States' universal commitment to secure land rights for all includes small agricultural producers, people who practice nomadic or semi-nomadic pastoralism, people who live in the forest, people who rely on land for small businesses, people who reside in communally-held land, and people in rural, urban or peri-urban areas who are unable to afford secure rights to land.
- Nationalise the land rights SDG commitments, reviewing current strategies, plans, policies and budgets with specific targets to address these challenges and setting in motion or advancing the necessary reforms and programmes.
- Invest in the generation, adoption and use of nationally representative, sex-disaggregated land rights data, including but not limited to the SDG indicators, in order to diagnose, guide policy changes and track progress toward these commitments.
- Given the foundational and cross-cutting nature of land rights to the entire SDG agenda, review and report Member States' progress toward the land rights component of SDG targets 1.4, 2.3, 5.a on an annual basis.

# Land in the context of COVID

Landesa recognises that the COVID-19 pandemic will have both immediate and long-term consequences for rural communities. Secure land rights will be essential for these communities to overcome challenges posed by the pandemic.

Secure land rights are foundational to security and stability in the developing world. During periods of economic upheaval and recession, it is even more critical that rural people have secure access to land and productive assets that can provide a source of livelihood.

Higher mortality rates from COVID-19 among males can endanger the land and inheritance rights of female heirs. Without legal and socially recognised rights, wives and daughters are at greater risk of being dispossessed of land in the event of the death of a husband, father, or other male relative.

The internal migration and immigration of labourers is a frequent pressure point on land management and administration systems in the developing world. This pressure can be compounded when local land offices are at reduced capacity or closed due to the threat of COVID-19.

Many people renting land, housing or space for businesses may be at higher risk of eviction. If rural peoples lose off-farm or regular employment as a result of the virus they may be less able to pay rent for fields, housing or business locations, increasing the risk of eviction.

Disruptions to agricultural activities could threaten food security in the developing world, and especially in countries that are net importers of food. Limits to global food supply could require countries to focus on domestic production, which stronger land rights can help facilitate.

| Land Rights                                      |  | 1 | 2 | 5 | 10 | 11 | 13 | 15 |
|--|--|---|---|---|----|----|----|----|
| <b>Urgency</b>                                   | Secure rights to land provide a foundation on which to build an equitable, secure, and sustainable world. For the vast majority of people, the ability to access, use, own, control, or otherwise make decisions about land largely determines their access to economic opportunity, standard of living, resilience to shocks, and food security. It also shapes their social status, political power, and decision-making within their communities. The urgency of addressing land rights for all has been heightened by Covid-19 and its widespread impact on employment, safety nets, food security and reverse migration   |   |   |   |    |    |    |    |
| <b>Recommendations</b>                           | <ul style="list-style-type: none"> <li>- Identify key challenges preventing millions of women, men, indigenous peoples and local communities from enjoying secure land rights. Member States' universal commitment to secure land rights for all includes small agricultural producers, people who practice nomadic or semi-nomadic pastoralism, people who live in the forest, people who rely on land for small businesses, people who reside in communally-held land, and people in rural, urban or peri-urban areas who are unable to afford secure rights to land.</li> <li>- Nationalize the land rights SDG commitments, reviewing current strategies, plans, policies and budgets with specific targets to address these challenges and setting in motion or advancing the necessary reforms and programs.</li> <li>- Invest in the generation, adoption and use of nationally-representative, sex-disaggregated land rights data, including but not limited to the SDG indicators, in order to diagnose, guide policy changes and track progress toward these commitments.</li> <li>- Given the foundational and cross-cutting nature of land rights to the entire SDG agenda, review and report Member States' progress toward the land rights component of SDG targets 1.4, 2.3, 5.a on an annual basis.</li> </ul> |   |   |   |    |    |    |    |
| <b>Multi-stakeholder collaboration solutions</b> | Actively supports the integration of land into the SDG ecosystem. This happens: <ul style="list-style-type: none"> <li>- the Global Land Indicator's Initiative (GLII);</li> <li>- the International Land Coalition's Land and SDG Momentum Group;</li> <li>- FAO support for country-level reporting on SDG Indicator 5.a.2;</li> <li>- Collaborative grassroots efforts to collect land data;</li> <li>- Global advocacy efforts to raise awareness of the linkages between land rights and multiple SDG goals.</li> </ul>   |   |   |   |    |    |    |    |



# Acknowledgements

## Principal Author

Matthew Bishop

## Report Co-Creators



## Key collaborators



## Other contributors

5th Element Group; ACBI; Accrecio; Acterra; Action Against Hunger; Afforestt; African Arch Consulting; Agami; Agen-da For Change; Agrolay Ventures; Ajetunmobi; Alia; Aline Costa (Independent); Allen Morales Ltd; Alter Trade Founda-tion Inc.; Alternativ Managers Ltd; Amar Seva Sangam; Angono Life Savers Inc; Antarang Foundation; Arojah Royal Theatre; Art of Play Foundation; Arturo Vargas (Independent); Aseka Miradi ; Ashesi University Foundation; Asia Philanthropy Circle; Asociacion Amigos del Aprendizaje; Association pour Soutenir la forme entrepreneuriale (ASAFE); Ateneo de Manila University; Atius Synergy Global Ltd; Atma; Attuh Farms Nigeria Limited; be.modos; BIDN; BIO Ventures for Global Health; Blue Planet; BOP hub; BRAC University; Bridgespan; Bridgit.io; Brio Health Global; Bumbuku Creatives; Burren Programme; Campaign for Human Rights and Social Transformation Nepal; Careem; Cattail Strategy; CECDR JAMIA MILLIA ISLAMIA; Center for Strategic and International Studies; Centre de Recherche sur l'Anti-Corruption; Centre for Economic Studies, o.p.s.; CENTRE SPORTIF FAYDA; Charles Haskins (Independent); Checkmyschool; Child Helpline Cambodia; Child Youth and Finance International; CHILDREN INTERNATIONAL BI-COL INC.; Chukwunonso E. Inoma (Independent); CMS; Comic Relief; ComMutiny; Conveners; CorStone; CRF; CSIP; Dr. Daniel Gebre-Michael Bursa, Special Advisor to the Minister, Ethiopian Ministry of Health; Desnky Global Resources Ltd; Digtaray; Echidna Giving Fund; Ecodeli; Educate Girls; Educational Initiatives; Ekibeki Association; Elefantés Solidarios; Elisha Vishwakarma (Independent); EMPOWERHOUSE; Enda inter-arabe; Enviro Gro Farms; Esclavitud Cero; Estacion Vital; Fair Trade USA; Farm2Food Foundation; Felm; Ferme Safari; Ferran Dalmau (Independent); FH; FilmoRealty; Food for the Hungry; FoodTrust Integrated Farms; FSG; Fundación Comparte por una vida; Fundación Mi Sangre; Gambia Embassy in Beijing; Gerakan PASTI; Global Financial Integrity; Global Risk Alliance Ltd; Global Shapers Community; Grea Lucreo Rios Tellez (Independent); Green Electronics Council; Guaranty Trust Bank Plc; Ha-deel Qazzaz (Independent); Hastii; Help Refugees; Hippocampus; IDIS; IIM- Bangalore; Impact Generation Lab; Indi-an Institute Of Management; Inhive; Innovate 4 SDGs; Integritas International Advisors; Integrity Watch Afghanistan; Intellectap; Intention ventures; International Insitute of Rural Reconstruction; International Transport Forum OECD; Investable Oceans; Isabelle van der Linden (Independent); ISEDT Ltd; J. Patrick Mugisha, Assistant Commissioner, Innovation and IP Mgmt; Jeffrey Prost-Greene (Independent); Jeremy Blank (Independent); Job Creation Network; KAB Welfare Foundation; Karen Vollaire (Independent); KEPSA; Keshav Jha (Independent); Kids Code Jeunesse; Kilimo Media International; Kiva; Kowafresh Limited; KPMG; Kurukshehra University; Li Li Lim (Independent); Low Carbon City; LSHTM; Luis Fernando Sanz (Independent); Luminos Fund; Maastricht University; Maatreyee Agro For-estry; MADE51; Mann Deshi; Dr. Martina Lukong Baye, Coordinator, National Multisector Program to Combat Mater-nal, Newborn & Child Mortality, Cameroon Ministry of Public Health; MBES College of Engineering Ambajogai; MCI; McMaster; Meso Exousia; Milwest group Limited; Dr. Moredreck Chibi, Africa Regional Advisor for Health Innovation at WHO; Movilizadorio; MovingWorlds; Natalie Stear (Independent); National Indigenous Disabled Women Associa-tion Nepal (NIDWAN); National service scheme; Nebest; Nepal Engineering College; Netherlands Ministry of Foreign

Affairs; Never give up; NextGen Farms; Nomada Impact; Nugata Consults Limited; OCCRP; Olusolape Ogunniyi (Independent); One Acre Fund; Open Government Partnership; OpenOwnership; Orki; Oxfam; Palladium; Phillips Academy; Pink Allmandanda; Platform for Inclusive Entrepreneurship; PNPR; Praveen Abhishetty (Independent); Priya Kakkar (Independent); Priyanshi Sheth (Independent); Professional Business Solutions; PSH; QualityRights Kenya; Rachel Copp (Independent); RAIN Source Capital; Refuaid; Renetech AB; RLabs; Root Capital; Sacred Generations; Safe Water Network; Safer Water; SAKALA International; Sankalp Forum; SAP; Sankara Raman; Save The Children India; ScaleChanger; School of Human; SDMP Pvt Ltd; See in Purple; Sesame Workshop; Seven25; SEWA; Shift; Social Change Innovators; Social Enterprise NL; Social Stock Exchange; SOIL (Sustainable Organic Intergrated Livlihoods); Solina group; St John Gibson Group Inc; Stanford; Start Up!; StartHub Africa; Stone Soup Consultanting; Strathmore University Business School; Street Football World; Study Hall; Study Hall Education Foundation; SUEZ UK; Sussex University; SyeComp; Syngenta Foundation; Tamart Global Ventures; Tamkeen Community; Tanoto Foundation; Teachers College, Columbia U.; Technologies for Accountability Foundation; The Center for Water Security and Cooperation (The CWSC); The Clothing Bank; The Commonwealth Education Trust; The FQ; The Good Lobby; The Kare N Connection; The People's Pub Partnership; The Saville Foundation; The Sugar Tree Gardens; Toast Ale; Tobi David (Independent); TomorrowToday Global; Toulouse School of Economics; Trellis Partners; Tribhuvan University; Trubus Bina Swadaya; TSWREIS, Hyderabad; U.S. National Oceanic & Atmospheric Administration; UDESC; Uganda Ministry of Science, Technology and Innovation; Universidad Politécnica de Francisco I. Madero; University for International Cooperation; University of Birmingham; University of Dhaka; University of Geneva; University of Leeds; University of Malta; University of Michigan; University of Toronto; UNV INDIA; Uptitek Ltd; Urban Forest; Venu Gopal (Independent); Video Volunteers; Vimbai Midzi (Consultant); VMware; Vrutti; WEI Forward; Whiz Kids workshop; WHO; Wipro Foundation; Wobo; Women Farmers Advancement Network; Women on Wings; Working Capital Investment Fund; Yan Quan (Independent); YourY Network

Designed and compiled by



*Design for systems change*

