

Dalberg Catalyst

Our Progress 2020-2023

A Look Back Since Our Inception

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Message from the CEO

As Dalberg Catalyst approaches 4 years, we wanted to take a step back to examine what we've achieved, and to offer a glimpse of what lies ahead.

But first, a bit about us, because it's not easy to describe what we do. **We are a nonprofit integrator, accelerator, and steward of transformative change:** we convene critical partners, we collectively catalyze important shifts in agendas, we speed up the timeline of those shifts, and we steward those agendas for the long term. Said another way, we work - alongside partners who share our urgency and vision - to **design and implement system-wide initiatives** to address some of the most pressing societal and planetary challenges of our time, and we see those efforts through.

The last few years have deepened our appreciation that there's no shortage of actors working on pressing issues. At the same time, there's an incredible shortage of connective tissue. **We need whole fields working together more effectively.** Tackling root causes is as much about problem solving and developing a common strategy as it is about creating a safe and dynamic space where diverse partners can truly collaborate with one another - a space in which they can engage in dialogue, shape the future through joint actions, share learnings, and set aside concerns over who gets to take credit. This is where Catalyst comes in - as a **neutral convener, a skilled facilitator, and a strategy-developer with a systems lens.**

So, what have we achieved so far? Alongside our incredible partners, we are:

- 01 **Shifting the global narrative on pandemic prevention** to include the critical link between pandemics and our destruction of nature - through the Preventing Pandemics at the Source (PPATS) coalition, the *Lancet*-PPATS Commission on Prevention of Viral Spillover, and by directly engaging global decision-makers;
- 02 **Building momentum for a massive scale-up in public finance** at the nexus of climate and development - with Entrepreneur-in-Residence Jamie Drummond and Sharing Strategies;
- 03 Re-positioning and **unlocking Africa's potential as the vanguard of climate solutions** - through Entrepreneur-in-Residence James Mwangi and Climate Action Platform-Africa.

These are just a few of the highlights. In this first progress report, we showcase some of our collective achievements from the past ~4 years as well as what we're setting our sights on. Thank you for taking the time to read about what we're up to and what excites us about the future. For those who have been on this journey with us, our heartfelt gratitude to you for being the wind in our sails. For those not as familiar with us, we'd love to tell you more. We would be honored to co-create with you some of the transformative change our world desperately needs.

With gratitude,

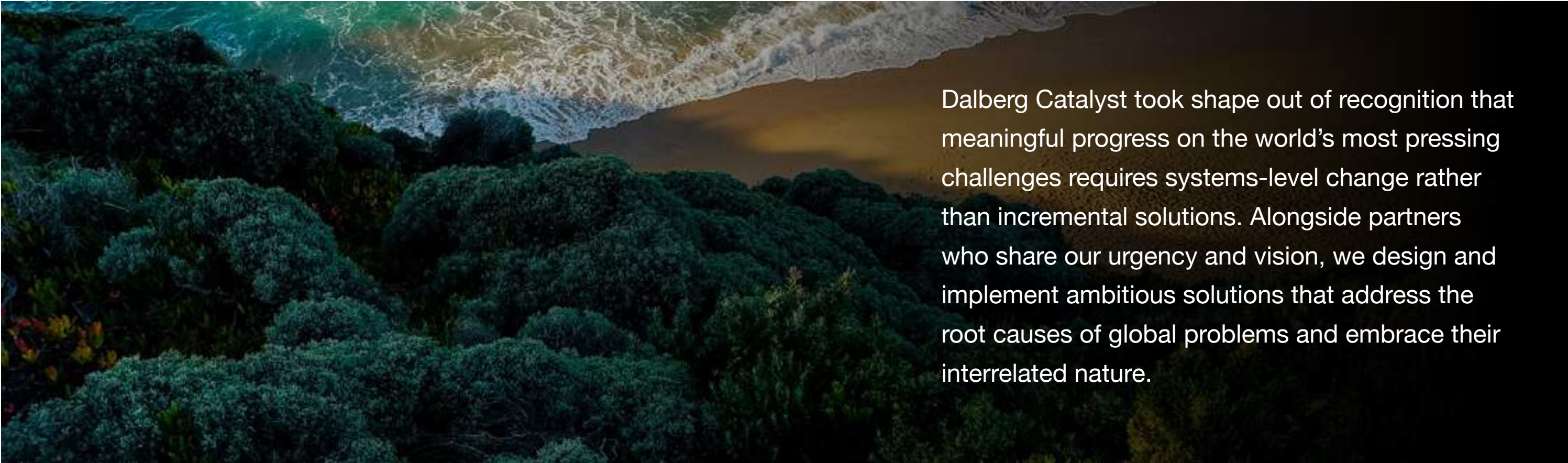


Sonila Cook

Our Mission

*Tackling pressing problems
at the root*

Our mission is **to co-create and accelerate systems solutions to some of the world's most pressing problems.** Behind all our initiatives is our desire to advance **human and planetary health, freedom and dignity,** and **just and safe economies.**



Dalberg Catalyst took shape out of recognition that meaningful progress on the world's most pressing challenges requires systems-level change rather than incremental solutions. Alongside partners who share our urgency and vision, we design and implement ambitious solutions that address the root causes of global problems and embrace their interrelated nature.

Our Approach

Together, we build momentum for bold ideas

Over the past four years, we have co-created more than 20 initiatives across 25+ countries - including several that are global in impact. Prior to deciding whether to take on a particular problem, we assess its significance, persistence, and whether there is sufficient dynamism for us to try and tackle the root.



All our initiatives incorporate the following key ingredients:

Trusted Evidence Base

reflecting the perspectives of leaders and experts closest to the issues. This evidence base informs the framing of the narrative we work toward, the design of the initiative, and our day-to-day activities within the initiative.

Holistic Problem Solving

that takes into account the entirety of the system. This problem-solving is adaptive and agile, and prioritizes multiple benefits rather than a single outcome.

Cohesive Coalitions

of mutually-accountable changemakers working towards the same overall objective - coalitions that bring diverse capabilities and yet operate from a common playbook.

A Seasoned Orchestrator

with experience leading collective efforts across global and local partners.

Our Initiatives

The following pages showcase some of our efforts to shift paradigms within our current priority areas: human and planetary health, just and safe economies.

The deeply systemic nature of these initiatives makes them challenging to classify (as they include overlaps and intersections, by design), and their global ambition and scale makes them challenging to map. These initiatives have varying scales and scopes - some are initiatives that span large systems, whereas others are developing the building blocks needed for systemic work.

What follows is *not just about us, but about everyone with whom we are co-creating these initiatives.*

We are privileged to be co-creators and accelerators of these critical agendas with the inspiring people who care about them and are attempting to advance them.





**PREVENTING
PANDEMICS
AT THE SOURCE**

Transforming humanity's broken relationship with nature to prevent the next pandemic before it starts – and also mitigate climate change, reduce biodiversity loss, and improve equity

Preventing Pandemics at the Source (PPATS) confronts the problem of emerging infectious diseases at its root, building on the opportunity for change spurred by COVID-19. By preventing the spillover of diseases from animals to humans, PPATS aims to not only provide a more equitable and comprehensive solution to stopping future pandemics, but also to create climate and biodiversity co-benefits in the process. Working with 20 leading global organizations as well as local communities, **PPATS utilizes science, policy, and advocacy to prevent deforestation, curb wildlife trade, and improve the biosecurity of livestock production.**

PPATS has had numerous policy wins over the last three years, greatly elevating the importance of upstream prevention of new infectious diseases. A recent independent analysis conducted by one of our partners showed that almost all media mentions of the drivers of viral spillover in relation to pandemics in 2023 were linked to PPATS members - affording a rare instance of attribution across a field.

Duration: **2020 - Present**

Location: **Global, with pilot in Indonesia**

PPATS also recently made an enormous step forward in shifting the narrative with global health actors through its launch of the **Lancet-PPATS Commission on Prevention of Viral Spillover**. As the world's leading medical and science journal, *The Lancet* offers unparalleled reach amongst decision-makers in health globally. The Commission comprises 31 of the world's leading experts on the topic, and its objective is to mobilize decision-makers and implementers to take transdisciplinary action to limit viral spillovers through research, policy, law, and practice - thereby reducing the risk of future pandemics while promoting a healthier, more sustainable, and more equitable future. The Commission is co-chaired by Cornell University's **Professor Raina Plowright**, Malaysian expert on One Health, **Dr. Latiffah Hassan**, and Conservation International's **Dr. Neil Vora**, who previously worked with the US Centers for Disease Control and recently gave a TED talk on this topic, massively raising the profile of the issue even beyond health actors.

PPATS was co-founded by Dalberg Catalyst's CEO, Sonila Cook, and **Dr. Nigel Sizer**, the former President of Rainforest Alliance, who now serves as PPATS Executive Director.

Preventing Pandemics at the Source Coalition Members



Sharing Strategies

Unleashing the public finance, advocacy, and country-level collaborative action that the world needs at the nexus of climate and development

In the face of concurrent crises of climate, conflicts, and inequality, Sharing Strategies exists to enable the international development, climate and nature action communities to break out of old ways of working, escape siloed thinking and structures, and partner strategically around critical agendas.

With the catalytic leadership of experienced anti-poverty campaigner **Jamie Drummond** (co-founder of the ONE Campaign), Sharing Strategies convenes and connects a diverse set of aligned actors - ranging from advocates, thought leaders, and CSO leaders to civil servants and philanthropists - to drive transformational change through strategic shared steps and **unlock the additional \$2.4-3 trillion per annum** for low and middle-income countries needed to deliver transformative measurable results across the SDGs and global climate commitments.



Duration: **2021 - Present**
Location: **Global**

In 2023, examples of the catalytic impact of the Sharing Strategies network included:



Hosting and leading **monthly global plenary convenings**, where hundreds of the world's leading advocates and funders of advocacy exchange insights and coalesce plans around shared agendas such as: reforming and boosting lending by multilateral development banks (MDBs), delivering substantive debt relief and making future lending higher quality, tripling official development assistance (ODA) by 2030, raising new funds via innovative taxes and subsidy reform, and creating mechanisms for stronger top-down global and bottom-up local finance accountability.



Co-organizing and supporting a growing array of **“catalytic action clusters”**, small, nimble working groups convened around mission-critical priorities, e.g., Hungry for Action, a global campaign to end the food crisis.



Providing **surge campaigning support** around the World Bank/IMF Spring Meetings, Global Finance Pact Summit, and Africa Climate Action Summit, COPs, G20 and G7 summits - connecting across campaigns around these key moments to magnify their collective impact.



Inspiring and supporting the launch of a regionalized version of Sharing Strategies **“Sharing Actions Africa”** centered on Africa and led by our partners from Climate Action Platform - Africa (CAP-A) and the UN Climate Change High-Level Champions.



Authoring and disseminating the **Financing the Future report**, which diagnoses priority investments required to build a durable global campaigning infrastructure around finance for climate and development.

The Sharing Strategies platform and network closed 2023 with strong votes of confidence from funding partners - with multi-year commitments of financial support to the core team - and are poised to radically extend their impact in the coming years.



Elimu-Soko

Duration: **2022 - Present**

Location: **Rwanda, Zanzibar**

Using an integrated, systematic approach to accelerate cost effective solutions to learning poverty in Africa

Elimu-Soko serves as a **stimulant and a clearinghouse for innovative solutions to fight learning poverty in Africa**. Many innovators are developing cost-effective solutions for boosting the quality of education. However, public financing is not always available to introduce these innovations in public education systems. Elimu-Soko - a partnership amongst Hempel Foundation, Dalberg Catalyst, and Axum - solves this problem by unlocking public financing for these innovations.

Elimu-Soko supports governments in prioritizing challenges, identifying potential solutions, and piloting them. If the pilot is successful, the initiative **helps the government scale up the programs using public financing**. The Government of Rwanda signed a Memorandum of Understanding with Elimu-Soko in 2022. Subsequently, Elimu-Soko worked with Rising Academies to run a pilot from January to July 2023. The pilot has delivered marked improvements in foundational literacy and numeracy skills for over 18,000 learners. The Government of Rwanda is now assessing whether to scale up the program. In the meantime, Elimu-Soko has expanded to Zanzibar where it has signed an MoU with the government in 2023 and will be launching a pilot program with TeachUNITED in 2024.



Elimu-Soko has a systematic approach that helps solve the key bottlenecks hindering innovators from accessing public schools by:

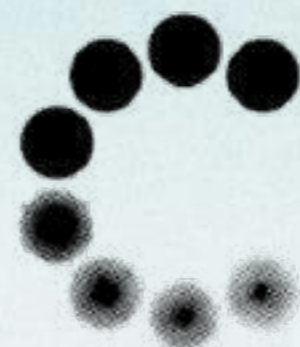
- **Understanding the top priorities and needs of Education Ministries and identifying innovators to address those challenges cost-effectively.**
- **Acting as a broker to help assess the solutions with highest impact.**
- **Financing pilot programs and then scaling up the proven innovations.**
- **Sharing learning with other countries.**

Elimu-Soko offers comprehensive support to both innovators and governments. This includes pre-identification of government interest, simplification of procurement processes, commitment to scale-up financing from the government, ongoing government engagement, and localization support. The initiative also provides advisory assistance in identifying education quality priorities, technical support in procurement processes, financial backing for innovation pilots, and guidance in incorporating scale-up financing into annual budgets.

The overarching theory of change embraced by Elimu-Soko is achieved through active engagement with governments, financial support for pilot projects, and the dissemination of knowledge and insights across the African continent. The key element of this approach is to identify government priorities in education quality improvement and to secure the commitment of governments to use public financing to address those priorities. The initiative then supports the government in identifying innovations that address priorities and in conducting and evaluating pilot programs.



Duration: **2022 - Present**
Location: **Africa**



CAP-A

Transforming Africa's role in climate action

The mission of Climate Action Platform for Africa (CAP-A) is to unlock Africa's potential as a global hub for climate action, underpinned by a new climate-smart model of economic growth and inclusive livelihoods. The platform's work is informed by the realization that Africa's demographics, growth trajectory and natural resource endowments, coupled with its extremely low levels of current carbon emissions, allow the continent to **aspire to not just net-zero but a substantial net-negative carbon footprint sooner than any other part of the world.**

In 2023, CAP-A's focus was on launching its climate-positive growth (CPG) thesis and ensuring its widespread adoption. To do so, the organization leaned into:

- Identifying and quantifying an ever-growing range of solutions, including deep dives into industrial and smallholder farmer pathways.
- Engaging on policy and regulation to identify the most important levers that can either block, enable, or accelerate CPG.
- Shaping, launching, and supporting various partnerships, including the Africa Climate Action Advocacy Initiative, Africa Carbon Markets Initiative, Remaking Trade Initiative, CASH Coalition, and others.

CAP-A's efforts are resulting in notable shifts within the climate ecosystem:

- The impact of CAP-A's role in designing the Africa Climate Summit and supporting Kenya's Special Envoy for Climate Change in shaping the summit's formal outcome, the Nairobi Declaration, was visible at COP28, where **African voices showed a new agency** and initiatives were launched that showcase African's potential to provide solutions to climate change.
- Founder **James Mwangi** was recognized as one of the **100 most influential Africans of 2023** by the New African magazine given his efforts in positioning Africa as a global hub for climate action.

James Irungu Mwangi
Africa's Great Carbon Valley -- and How to End Energy Poverty





Climate Smart Forest Economy Program

Building sustainable, nature-positive economies

The Climate Smart Forest Economy Program (CSFEP) partners with communities to build **radically new economies that balance ecosystem needs and pressing human needs**. It helps regions identify how careful use of biobased products can provide a low-carbon solution for their biggest human challenges - while generating revenue for sustainably managing landscapes, especially forests. CSFEP is **forest-first**, so core to its model is a commitment to using natural resources at a rate they can be regenerated.

A coalition of forest and climate advocates, including Dalberg Catalyst, EIT Climate-KIC, Axum, and Good Energies Foundation, are building a new economic model that could support forest health while addressing critical human needs.

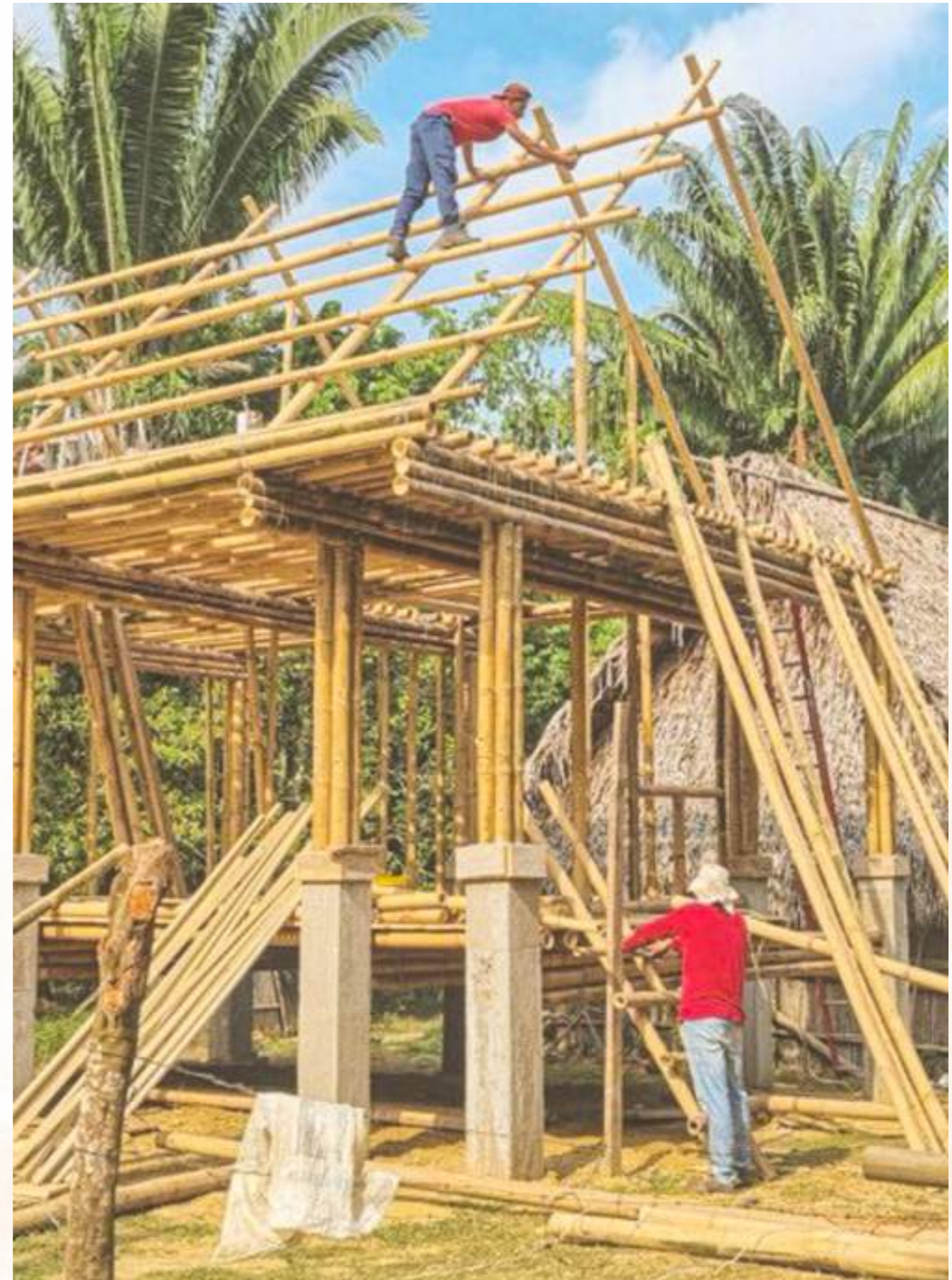
CSFEP uses sustainable biobased constructions market to drive revenue back to forests, helping forest owners, managers, and communities to protect, restore, manage and adapt their forests.

Duration: **2020 - Present**

Location: **Global, pilots in Bhutan, East Africa, India, Guatemala**

CSFEP focuses on the Global South, particularly regions experiencing significant deforestation or forest degradation and a growing need for housing. It works to co-create climate mitigation and adaptation solutions with proximate leaders. In 2023, key achievements included:

- Working with the **Bhutanese national government**, Bauhaus Earth and Arup to co-design a **national climate smart forest economy** that honors Bhutan's forests while also addressing the country's current housing crisis.
- Connecting scattered small businesses along the value chain in East Africa to build a local biobased construction industry that can bring jobs and housing to East African cities while **providing funding for sustainable forest management, restoration, and adaptation**.
- Partnering with CASSA Guatemala to iterate on a DIY bamboo housing model that teaches residents of villages in Central America to build **low-carbon, climate-resilient houses** from locally farmed bamboo.





Duration: **2023 - Present**

Location: **Global, pilot in Santiago, Chile**

Adaptive Cities: Harnessing data and analytics for cities to adapt to the impacts of extreme heat

Climate-driven extreme heat will impact billions of urban residents globally by midcentury. Together with three former Rockefeller Foundation Bellagio Center residents and participants in this year's Room 3 (Health & Well-being) of 17 Rooms, we are co-creating the Adaptive Cities initiative to **accelerate integrated and locally led solutions for urban adaptation**, beginning with the challenge of extreme heat and its health and social justice impacts. Starting in Santiago, Chile, we are co-developing integrated data and analytics solutions to support local priorities such as extreme heat alert systems and green public spaces. In this work, we are **partnering with the City's Chief Heat Officer, empowering young people as citizen scientists, and leveraging Big Data and Digital Twins**. Adaptive Cities will benefit from senior co-leadership and orchestration by **Robert Kirkpatrick** (former head of UN Global Pulse) who has recently joined Dalberg Catalyst as an Entrepreneur-in-Residence. Adaptive Cities was recognized as one of the first 25 grantees to receive funding under the Rockefeller Foundation's freshly minted USD 1 billion climate strategy.

Duration: **2021 - Present**

Location: **Global**

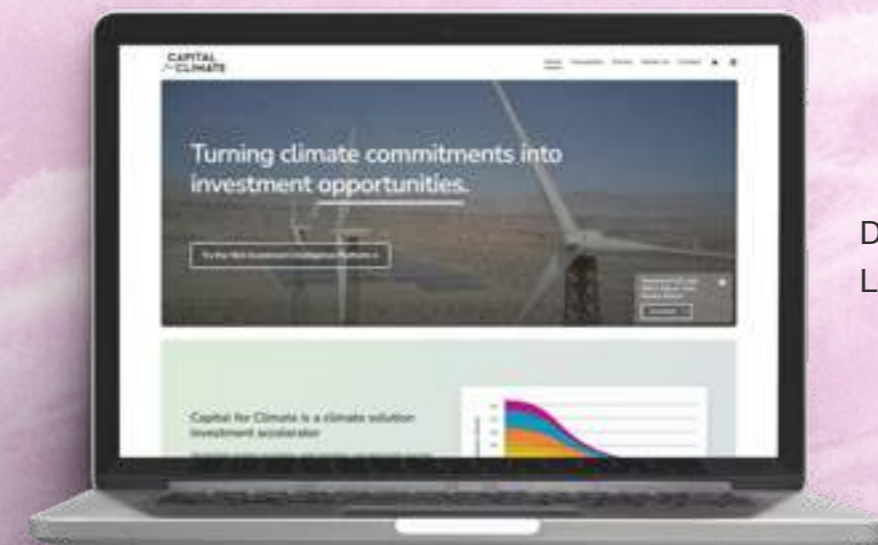


Uncommon Collaborations: Connecting unlikely partners to build innovative solutions

The program supports **pairs of organizations** to develop and scale ideas that have the **potential to achieve breakthroughs** in solving complex social and environmental challenges around the globe. Funded by the Rockefeller Foundation and managed and implemented by Dalberg Catalyst, grantees are awarded \$100k in unrestricted funding and offered targeted in-kind support from the Catalyst team over an 8-10 month period.

Capital for Climate: Guiding global capital to climate solutions based on leading scientific evidence and roadmaps

Capital for Climate (C4C) accelerates at-scale climate investing with a global guidance system for asset allocation. Through C4C's digital platform and peer investor communities, philanthropic, private and public capital investors are able to access **timely and decision-useful investment intelligence, deal pipelines, collaboration opportunities, and supportive ecosystem services** - all centered around the leading science-based and technoeconomic roadmaps to <1.5C. With an initial focus on Nature-based Solutions, C4C guides allocations across geographic and sectoral landscapes of climate-linked funds and vehicles, project developers and enterprises. With more than \$1B of nature-based solutions investor-facing opportunities now live and featured on C4C's platform, C4C has laid groundwork to be the world's most comprehensive intelligence information system for climate investors.



Duration: **2023 - Present**

Location: **Global**

Biodiversity Investments - Research and Acceleration: Bridging the gap between on-the-ground initiatives and investors

Dalberg Catalyst is partnering with FSD Africa Investments, the African Leadership University's School of Wildlife Conservation, CreditNature, Xilva, and Axum to launch **Africa's First Biodiversity Accelerator**, which aims to increase investments in the biodiversity sector by building a robust project pipeline and simplifying biodiversity assessments for investors.



Duration: **2021 - Present**

Location: **Africa**



Duration: **2021 - 2023**

Location: **Bangladesh, Somalia, Pakistan, Philippines**

SDG Leadership Labs: Building capacity for systems thinking within the UN

In partnership with the Global Executive Leadership Initiative, Dalberg Advisors, and Konu, SDG Leadership Labs aims to **enhance the systems leadership of participating UN country teams**. It promotes new leadership capabilities, and introduces a forward-looking organizational model that strengthens leadership practice and supports collaborative leadership processes.

Investors for Health: Facilitating knowledge building to transform investment in healthcare

Dalberg Catalyst, in partnership with Dalberg Advisors, hosts and supports this community of investors who are working together to ensure that private and public capital are deployed to help build inclusive healthcare systems in emerging markets. The overall objective is to contribute to a thriving impact investment landscape in healthcare that **takes the world closer to universal health coverage in emerging markets.**



Duration: 2020 - Present
Location: Global

Our Financials

Revenue

- Dalberg Catalyst started with a seed grant of \$200,000 in 2020.
- Over the past 4 years, we've **multiplied that amount 180 times**, to \$36M in cumulative revenue.
- Annual revenue has ranged from \$6-11M per year over that period.
- While we are grateful for that growth, we recognize that **what matters far more is our impact** – and we are staying laser-focused on that.

Indirect Costs

- We are **building a world-class organization**, combining skilled strategists and visionaries with a deeply experienced operations team.
- Despite our investments in building strong foundations, **our team is lean and our indirect costs are low**, with an average indirect cost ratio of 11.2% from 2021-2023 – lower than the industry average.

Our Supporters

Our major funders have been invaluable partners in driving forward transformative change



We are proud of our collective progress, but the challenges we collectively face are vast and complex.

We recognize that incremental improvements are not enough to meet these challenges, and what we need are seismic shifts.

We are currently developing transformative solutions around critical systems, including: biodiversity, freshwater and its links with other ecosystems, and AI as an enabler of progress on the SDGs. We are actively seeking partners, implementers, and innovators alongside whom we can co-create and accelerate these initiatives.

Our Manifesto

Dalberg Catalyst exists to tackle at the root some of the most **pressing societal and planetary challenges** of our time. We take on these challenges with agility and tenacity, doing what it takes to drive transformational change. We can't do this alone; **we act alongside vision-aligned partners** to collectively push for that change. With humility, we **build momentum for bold ideas** - through analysis, strategy, co-creation, coalition- building, and advocacy.

What we've set out to do is hard. But we believe it's what's required to bring about the **seismic shifts the world needs.**

Dalberg Catalyst

We Would Love to Co-create With You

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