



ANNUAL REPORT

2025
2026

Catalyste+ is a global hub for economic development. Currently delivering programs in over 40 countries, we connect Canadian expertise with public and private sector partners. Since 1967, we have worked in over 120 countries in Africa, Asia-Pacific, Latin America, the Caribbean, Eastern Europe, and with Indigenous Peoples in Canada.



catalyste+

catalysteplus.org | [@catalysteplus](https://twitter.com/catalysteplus)

In the spirit of peace, friendship, and respect, we recognize that our work takes place on traditional Indigenous territories across Canada, as well as internationally. Acknowledging this is but one part of our ongoing reconciliation journey that we undertake with sincerity and responsibility in every aspect of our work.

At Catalyste+, we acknowledge the harm caused by colonial systems—past and present—and the responsibility organizations like ours carry in dismantling barriers, rebuilding trust, and reshaping relationships. We understand that reconciliation is imperfect, non-linear, and deeply human. It will continuously evolve as we deepen our understanding, expand our beliefs, and intentionally shift our approach to our relationships and our work with Indigenous Peoples in Canada.

As we move forward, we are also guided by the spirit and intent of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and by our commitment to walk together, in a good way.



[Click here to read the Catalyste+ Reconciliation Action Plan.](#)

*Photo by Gavin John
Taken in Délı̨nę*





Table of Contents

Leadership Message	4
Year at a Glance	5
Program Announcements	5
New Program: i-LEAD	6
New Program: MERIT	7
National Programs: Indigenous & Northern Services	8
Natural Resources Management	9
International Programs: AWE	10
International Programs: FEM-LEAD	11
International Programs: CCEDM	12
Financial Statements	14

Board of Directors 2025-2026

Darren Schemmer, *Board Chair*

Isabelle Bérard

Marie Lynne Desrochers

Bryan Disher

Lise Filiatrault

Larry Karass

David Morley

John Bud Morris

Shona Nelson

Alana Patterson

Sara Schwieder

Peter Sinclair

Leadership Message

Stronger Economies for Better Lives

In today's rapidly evolving geopolitical landscape, investing in sustainable economic development is more critical than ever. As a global hub for development support, Catalyste+ supports the jobs, environments, and opportunities that drive universal economic growth.

Micro, small, and medium-sized enterprises (MSMEs) are the backbone of any economy. Our expertise lies in accelerating market growth, enhancing supply chain resiliency, and building workforce development through cross-sector partnerships at all levels. Our targeted support strengthens their capacity for stability, scalability, and trade readiness.

Foundations of Growth

We know that good governance and effective public institutions provide the bedrock for inclusive, equitable, and sustainable progress. Nations with strong institutions, skilled labour, and technical capabilities are inherently positioned to succeed globally.

Without these foundations, countries struggle to realize trade gains, regardless of how open their markets may be. The OECD's Aid for Trade initiative underscores that development is both a precondition for entering new markets and a requirement for society to fully realize economic benefits. This reality defines our strategic approach.

Global Mentorship, Local Impact

Our programs deliver measurable results across more than 40 countries in Africa, Asia, Latin America, the Caribbean, and with Indigenous partners in Canada. By deploying highly skilled Canadian experts to deliver hands-on training and technical assistance, we foster powerful people-to-people exchanges.

In Canada, our programs represent reconciliation in action. For close to 60 years, our Canadian Advisors have responded directly to Indigenous-led priorities, working shoulder to shoulder to foster mutual learning and advance true reconciliation.

Internationally, thousands of volunteer advisors have proudly represented Canada. These same volunteers have brought new perspectives, learning, and connections back to Canadians as well.

The cross-cultural relationships built between Catalyste+ Advisors and our partners enrich everyone involved, bringing us closer together as a global society. When we say *Stronger Economies for Better Lives*, this is exactly what we mean.

We remain incredibly grateful to our partners, funders, volunteers, and staff that enable us to continue our role in amplifying the opportunities that improve lives and economies worldwide.



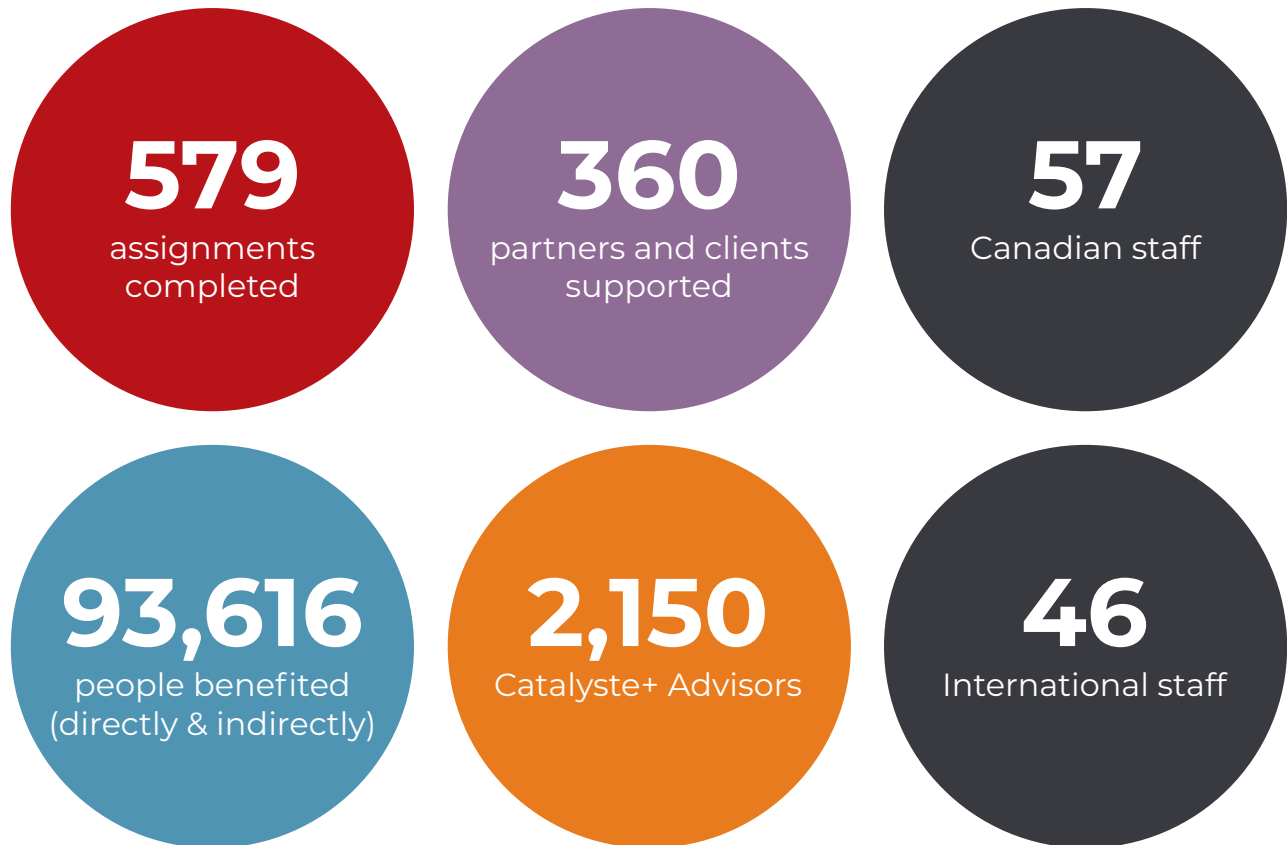
Wendy Harris, CPA, CA
President & CEO



Darren Schemmer
Chair, Board of Directors

Year at a Glance

Our Global Reach in 2025-2026



New Program Announcements

As announced by Prime Minister Mark Carney at the 2026 G7 Leaders' Summit, Catalyste+ was chosen to implement two new programs: **Inclusive Growth and Networks for Investment, Trade and Economic linkages (IGNITE)** and **Economic Linkages for Enhanced Value, Trade and Exports (ELEVATE)**. Both programs are funded by Global Affairs Canada.

IGNITE is a multi-year technical assistance program that supports governments and stakeholders across 15 countries in Latin America to strengthen institutional capacity and foster sustainable economic growth,

trade, and investment. **IGNITE** will also strengthen economic partnerships and collaboration opportunities between Canada and the region.

ELEVATE, in Indonesia and the Philippines, helps 400 small and medium-sized enterprises (SMEs) grow their businesses internationally, with a focus on women-led initiatives. In partnership with national trade ministries, the program strengthens export readiness and competitiveness and establishes economic ties between SMEs in Canada and the Indo-Pacific, promoting inclusive trade and investment.

New Programs

Innovative Leadership for Equitable & Accessible Democracy (i-LEAD)

i-LEAD advances inclusive, accountable, and responsive governance in Mongolia, the Philippines, and Vietnam through strengthened institutional capacity, civic engagement, digital transformation, and equitable participation, particularly for women, Indigenous Peoples, persons with disabilities, and other marginalized groups.

Funded through Canada's Indo-Pacific Strategy, the project supports partner

institutions to build more transparent, evidence-based, and citizen-centered governance systems that contribute to democratic resilience and sustainable development.

In the program's first year of implementation, we established strong partnerships and laid critical foundations for long-term systems changes across the region.



Assignment Highlight

In Vietnam, Catalyste+ is strengthening the foundations for inclusive economic growth by supporting government institutions and small and medium-sized enterprises to adopt Responsible Business Practices (RBP). The project is building institutional capacity, promoting environmental, social, and governance (ESG) standards, and strengthening collaboration between the public and private sectors.

By helping businesses become more competitive, resilient, and aligned with international market expectations, Catalyste+ is supporting Vietnam's transition toward sustainable economic development and stronger participation in global trade.

Canada-Mongolia MERIT Project

MERIT, funded by Global Affairs Canada, strengthens governance with a focus on ethics and human rights, transparency, accountability, civic engagement, and equitable participation, especially for women and marginalized populations. The project establishes partnerships with national and local-level public institutions and aligns its activities with Mongolia's policy priorities.

By engaging partners across various provinces, the project reflects a wide range of local contexts, challenges, and priorities. Catalyste+ provided

the necessary support to increase knowledge of results-based management, ethics, human rights, gender, human resources, and citizen consultation and engagement.

Memorandums of Understanding were established with 9 partners, including 5 central agencies (Civil Service Council, Ethics Committee, National Human Rights Commission, Cabinet Secretariat, Secretariat of the National Committee on Gender Equality), the National Academy of Governance, and 4 provincial governments.



Assignment Highlight

Catalyste+ supported a Member of Parliament leading the working group responsible for developing Mongolia's five-year National Human Rights Programme by integrating results-based management into the program's design. The Catalyste+ Advisor proposed amendments to a Government Resolution to more closely align with international standards.

The project developed a results framework that aligns strategic priorities with measurable outcomes,

performance indicators, and accountability mechanisms. By embedding results-based management at the policy level, the program is better positioned to monitor implementation, measure progress, and support evidence-based decision-making, ultimately strengthening transparency, accountability, and the government's ability to deliver meaningful human rights outcomes for citizens.

The revised regulation was approved and is in the process of being formalized.

National Programs

Indigenous and Northern Services (INS)

Catalyste+ has partnered Indigenous Peoples with Advisors for nearly 60 years to co-create solutions. As a reconciliation program, we believe in the sovereignty of Indigenous Peoples and strive to provide services that support economic social and well-being.

Across 8 programs in the previous fiscal year, we completed over 150 assignments and supported over 500 communities through direct engagement, including Indigenous businesses, governments, and community organizations to advance economic development.

We prioritize Indigenous knowledge and self-determined goals to support sustainable development through coaching and mentorship. Our work focuses on key areas such as strengthening skills in governance, economic development, strategic planning, human resources, and finance, providing an agile service offering that's tailored to the unique needs of each partner's ambitions and context.

Reconciliation Programs

1. Agnico Eagle Business Ikajuutiit Program
2. Enhancing Economic Development, funded by Indigenous Services Canada (ISC)
3. Enhancing Indigenous Participation in Major Remediation Projects, funded by Canadian Northern Economic Development Agency and the Government of Northwest Territories
4. Good Relations Tourism Mentorship Program, supported by Indigenous Tourism Alberta
5. Inuit Tourism Business Mentorship, in partnership with the Government of Nunavut Department of Community Services
6. Nunavut Advisory and Mentorship Program, in partnership with Nunavut Economic Developers Association and the Government of Nunavut, Department of Community Services
7. Strengthening Indigenous Innovation Through Mentorship, supported by the National Research Council of Canada Industrial Research Assistance Program
8. Tourism Business Mentoring Program, in partnership with the Government of the Northwest Territories Department of Industry, Tourism and Investment

174

assignments
active, registered,
or completed

120

partners and
clients across 8
programs

980

beneficiaries
through ISC
program alone



Click here
for more
INS stories.



Assignment Success: Kataujaq Society

Hannah Hutchinson, Executive Director of Kataujaq Society in Rankin Inlet, leads an organization providing essential services through both a daycare and the region's only domestic violence shelter. As the organization grew, Hannah recognized the need to strengthen internal systems, particularly in human resources.

To address these needs, Hannah accepted a hybrid assignment with Catalyste+. They used virtual meetings

to review existing materials, draft policies, and address priorities, and during the on-site visit, they finalized documents, walked through real scenarios, and connected the work directly to daily operations.

By the end of the assignment, Kataujaq Society had stronger systems in place to support staff, improve consistency, and help manage the demands of a growing organization.

Natural Resources Management

Natural Resources Management is a strategic area of expertise combining natural resources, governance, and economic development to foster sustainable economic opportunities.

In Canada, Catalyste+ partners with Indigenous Peoples, rights holders, communities, governments, and partner organizations to strengthen local capabilities to participate in the opportunities associated with responsible resource development. Through knowledge sharing, relationships, and technical expertise,

Catalyste+ supports informed, locally driven decision-making that contributes to long-term social, economic, and environmental well-being.

Internationally, this expertise has strengthened public-sector capacity and resource governance through programs such as MERIT in Mongolia and SUMM in Ethiopia, improving regulatory transparency and predictability and helping create an enabling environment for responsible investment, trade, and sustainable resource development.

International Programs

Accelerating Women's Empowerment (AWE)

The sixth year of **AWE** continued to advance gender equality and women's economic empowerment in 20 countries while navigating complex economic shifts and political transitions. AWE strives to improve the economic and social well-being of the most marginalized and vulnerable people, particularly women and girls.

We work with public- and private-sector organizations to strengthen skills and

increase capacities through training, mentorship, and coaching. With the help of dedicated Catalyste+ Advisors, we completed assignments focused on four strategic sectors: agribusiness, tourism and hospitality, nutrition and health, and agroforestry.

We estimate more than 75,000 people benefited, directly and indirectly, from our approach to inclusive economic development in the past fiscal year.



Assignment Success: Mamlo Foods

Mamlo Foods is a women-led and majority-woman agricultural and food processing company based in Kenya, producing peanut-based products. Founder and Executive Director Irene Etyang established Mamlo Foods in 2018 with a vision to become the leading provider of nutritious food in Kenya and a mission to responsibly source raw food materials from farmers, eventually breaking into the international markets and giving back to her local economy.

In late October 2025, Mamlo Foods won the 2025 Arrell Global Food Innovation Award from the University of Guelph and was awarded \$100,000 CAD in recognition of its work supporting sustainable farming in African communities.

Mamlo Foods improved its social media presence using tools provided by the Catalyste+ Advisor, with its digital platforms recording a 60% increase

in monthly reach and engagement in just six months after their work with Catalyste+. The marketing assignment increased their visibility and credibility which put them in a position to be formally recognized. The company is now growing rapidly, equipped with the knowledge, tools, and confidence after working with Catalyste+ Advisors.

“Being a part of the Catalyste+ program was life-changing... without the support of Catalyste+, I don’t think we would receive the Arrell Global Food Innovation Award...we were not as confident without the support of your experts,” says Irene.



FEM-LEAD: Strengthening Women’s Leadership

In Senegal, **FEM-LEAD: Strengthening Women’s Leadership**, is a two-year initiative funded by the Canada Fund for Local Initiatives and implemented in partnership with the National Union of Chambers of Commerce of Senegal. The project increases women’s participation in economic governance by building the leadership and electoral participation capacities of women entrepreneurs across six regions of Senegal.

In its first year, we implemented the first and second phases of the project: awareness campaigns and leadership and economic governance training.

A few notable highlights include:

- Reached more than 20,000 women through information

sessions, radio, regional caravans, and other communications

- 60 women entrepreneurs participated in leadership and economic governance training
- Of 20 interviewed, 17 women reported improved understanding and increased confidence defending their ideas and interests

In the coming year, FEM-LEAD will focus on individualized coaching to support participants in preparing their candidacies, further developing their leadership skills, and actively participating in their upcoming Chamber elections.

International Programs

Canada-CARICOM Expert Deployment Mechanism (CCEDM)

Entering the fifth year of **CCEDM**, Catalyste+ worked across the Caribbean in Grenada, Dominica, St. Lucia, Belize, Jamaica, Guyana, and Suriname, focusing on trade and development, economic governance, and local economic and tourism sector development. The program addresses needs identified by national governments while supporting countries in their efforts to strengthen and diversify local economies, build strong, climate-resilient communities, and reduce gender and economic inequalities.

Partnership development continued to expand and deepen, bringing the

total number of partners to 92 over 5 years and completing 240 strategic assignments in that same timeframe. Catalyste+ engaged new ministries and public entities, with a growing presence among both implementation-focused agencies and policy and governance institutions.

As a result of CCEDM's collaboration with government organizations in the Caribbean, over 700,000 individuals realized improved access to equitable policies and public goods, while nearly 19,000 people benefited from environmentally sensitive policies, services, and public goods.



Assignment Success: GIDC

The Grenada Investment Development Corporation (GIDC) reported innovations in policies, regulations, norms, and practices that advance economic growth. With support from a Catalyste+ Advisor to strengthen the marketing of Grenada's investment opportunities and improve investor engagement, GIDC developed standardized investment

templates. These templates were used to review existing investment projects, leading to substantive revisions that improved their structure, content, and overall bankability in line with investor expectations.

The standardized investment packaging template is now a practical tool used

during project evaluation to objectively assess bankability, viability, and overall investment potential. This improvement in GIDC's internal practices promotes consistency, transparency, and data-driven decision-making in assessing and supporting investment projects.

By improving the quality and bankability of investment projects presented to potential investors, Grenada is better positioned to attract new investment across a range of sectors, including agribusiness, tourism, and other priority areas. This, in turn, is expected to support the expansion of goods and services, reduce reliance on a limited number of industries, and contribute to broader and more resilient economic growth.



[Click here for more CCEDM stories.](#)



Financial Statements

Fiscal Year April 1, 2025 to March 31, 2026

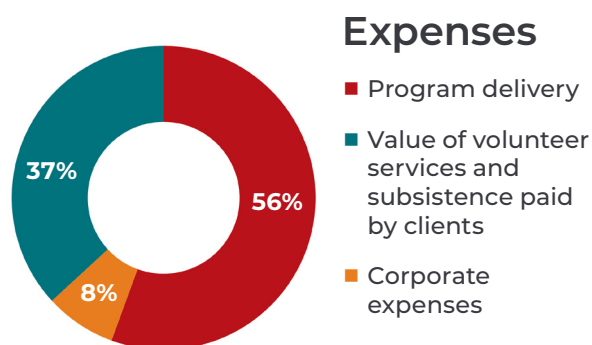
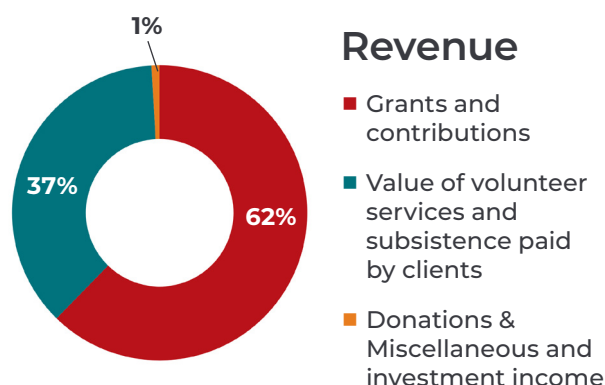
Thanks to the support of our funders, a strong financial position allowed Catalyste+ to continue our work that advances economic growth and social development. We remain committed to ensuring that our resources are used with great discretion to support our partners as we build a more inclusive and sustainable world.

Catalyste+

Summary statement of operations

Year ended March 31, 2026

	2026 \$	2025 \$
Revenue		
Grants and contributions		
Government of Canada	10,139,986	8,845,375
Other	805,337	817,567
Donations	16,504	28,078
Miscellaneous & investment income	138,366	150,808
Value of volunteer services and subsistence paid by clients	6,464,761	8,197,913
	17,564,954	18,039,741
Expenses		
Program delivery		
Salaries and benefits	4,433,710	3,631,840
Assignment costs	5,314,322	5,047,216
Corporate expenses		
Salaries and benefits	771,552	754,961
Administration	557,020	635,122
Value of volunteer services and subsistence paid by clients	6,464,761	8,197,913
	17,541,365	18,267,052
Excess of revenue over expenses (expenses over revenue)	23,589	(227,311)



Catalyste+
Summary statement of financial position
As at March 31, 2026

	2026 \$	2025 \$
Assets		
Current assets		
Cash and cash equivalents	11,678,460	4,991,147
Operating advances to representatives	127,545	99,921
Accounts receivable	412,263	277,204
Prepaid expenses	145,546	97,502
	12,363,814	5,465,774
Long-term investments	1,609,711	1,556,742
Capital assets	74,871	61,152
	14,048,396	7,083,668
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities	696,962	700,353
Deferred revenue	10,840,573	3,896,043
	11,537,535	4,596,396
Net assets	2,510,861	2,487,272
	14,048,396	7,083,668

Catalyste+
Summary statement of changes in net assets
Year ended March 31, 2026

	2026 \$	2025 \$
Net assets, beginning of year	2,487,272	2,714,583
(Deficiency) excess of revenue over expenses for the year	23,589	(227,311)
Net assets, end of year	2,510,861	2,487,272

Catalyste+ has prepared these summary financial statements to be included as part of its annual report. These summary financial statements present the same information as the audited financial statements, except for the statement of cash flows and the notes to the audited financial statements.



[Click here to view the full CRA financial reports from past and present.](#)



JILL LUNN
global philosophy



Canada

We are grateful for our longstanding funding partnerships with Global Affairs Canada and Indigenous Services Canada. To our other funders and each individual donor, we are grateful much for your support. Each donation helps us continue our work to strengthen economies for building better lives.