



Systems Change Philanthropy: An Initial Landscape of Actors, Initiatives, and Resources

The Why: Systems Change Philanthropy is Needed to Address Root Causes and Build Resilience

The global pandemic has exposed weakness in systems that serve the public and set back prospects for achieving the Sustainable Development Goals. Solving the world's biggest and most complex problems requires funding that goes beyond addressing symptoms and instead tackles root causes. Philanthropists and social investors need to provide funding in a manner that best supports systems change.

For more than a decade, funders such as Garfield Foundation, Omidyar Network, Rockefeller Philanthropy Advisors (RPA), Skoll Foundation, and others have been raising awareness of systems change investment and associated frameworks for greater impact. Catalyst 2030 is bringing together the world's leading social entrepreneurs, along with like-minded funders, to adopt a collaborative and systems mindset and approach to achieving the SDGs. Catalyst 2030's goals include changing funding systems to better support systems-change interventions.

To help inform this work, we offer this draft 'living document' that works to list the actors, initiatives, and informational resources at the intersection of systems change and philanthropy. In 2018, Gurpreet Singh of the Skoll Foundation began collating and tracking these efforts. And, now Chandler Foundation, has built upon his good work to assist the Catalyst 2030 Donor Working Group, and potentially, more broadly, the sector. Ideally, all interested partners will continue to add to this resource reference document as we progress. Within each of the sections below, listings are in alphabetical order.

The Who: Foundations, Networks and Alliances Dedicated to Systems Change

Donors and Advisors in Systems Change Philanthropy

[Africa Philanthropy Forum](#)

The African Philanthropy Forum is a community of partners who, through their strategic giving, investments, and influence, foster shared prosperity on the African continent. In May 2020, APF launched a [Systems Change Program](#) to accelerate systems change initiatives on the continent by nurturing systems entrepreneurship. The Program is delivered in partnership with Dahlberg and the Bertha Centre for Social Innovation and Entrepreneurship at the University of Cape Town Graduate School of Business.

[Chandler Foundation](#)

Chandler Foundation's mission is to help build strong and healthy nations that provide all people the opportunity to unleash their creative and entrepreneurial potential. The foundation does this by providing grant capital to social-purpose organizations building the conditions for broad-

based prosperity, with a particular focus on transparency, accountability, and anti-corruption; evidence-informed policymaking, land governance, business climate and digital identity. And, by partnering with social investors and social purpose organizations to help build a movement for higher impact philanthropy. The foundation approaches all of its work with a systems mindset and through the lens of the [Chandler Prosperity Model](#). [The principal, Richard Chandler, is a Founding Core Partner of the systems change donor collaborative Co-Impact.](#)

[Garfield Foundation](#)

Garfield Foundation “supports changemakers, via grants and advising, to deliver greater impact through systems understanding and networked action.” Areas of work include [collaborative networks](#), [advancing systems change practices](#), and [environmental sustainability](#). Garfield is partnering with other systems-oriented Foundations, NGOs and capacity builders (consultancies) to connect and grow the global ecosystem of efforts to cultivate the field and practice of systems change (see [Illuminate](#)).

[Lankelly Chase](#)

Lankelly Chase is an independent philanthropy “working in partnership with people, across the UK, to change the systems that perpetuate severe and multiple disadvantage.” Their mission is to “get to a place where people want to, know how to and are free to create systems that are effective in responding to the interlocking nature of severe disadvantages such as homelessness, drug misuse, violence and abuse and mental ill health.” Lankelly Chase adopts a systems approach—identifying three “[systems behaviours](#)” they believe must be present to effectively make positive change. These behaviours and attitudes fall under the umbrellas of “perspective, power and participation.”

[New Profit](#)

“New Profit is a venture philanthropy organization that backs breakthrough social entrepreneurs who are advancing equity and opportunity in America.” New Profit hosts a [Systemic Solutions Initiative](#), which aims to support institutions and leaders who “see a pathway to disrupting and reshaping systems.” The Systemic Solutions Initiative is rooted in a model developed by New Profit called the Six Conditions for Systems Change. They also host webinars and podcasts and have published a number of reports on systems change, many of which can be found in “The What” section of this report.

[McConnell Foundation](#)

The McConnell Foundation is a private Canadian foundation that develops and applies innovative approaches to social, cultural, economic, and environmental challenges. They envision a Canada in which the economy and social systems advance the well-being of all people and in which the natural environment is stewarded for future generations. The foundation has integrated a [systems change](#) approach recognizing that any complex problem requiring attention is rooted in a system or multiple overlapping systems.

[Omidyar Network](#)

Omidyar Network (ON) is a “social change venture that reimagines critical systems, and the ideas that govern them, to build more inclusive and equitable societies—for the benefit of the many, not just the few—across the globe.” ON envisions a world in which individuals have the social, economic, and democratic power to thrive.” ON has created the [Systems Thinking Workbook](#) as a free guide to the sector. ON’s focus areas include [responsible technology](#), [reimagining capitalism](#), and [pluralism](#).

Rockefeller Philanthropy Advisors

“Rockefeller Philanthropy Advisors (RPA) is a nonprofit that partners with individuals, families and institutions to help make philanthropy more thoughtful and effective. Since 2002, they have facilitated more than \$3 billion in grant-making worldwide, establishing itself as one of the world’s largest and most trusted philanthropic service organizations.”

In 2016, in collaboration with Skoll, Ford and Draper Richards Kaplan Foundations, and Porticus, RPA launched the **Scaling Solutions toward Shifting Systems** initiative with the goals of working with funders to “create more transformational impact.” Since 2016, Scaling Solutions toward Shifting Systems has published several [reports, videos, and blogs](#) on a number of topics in systems change philanthropy, including key lessons learned in the movement, how to help grantees in shifting systems in their fields, and how to measure progress towards systems change.

Skoll Foundation

“The Skoll Foundation seeks to drive large-scale systems change by investing in, connecting, and celebrating social entrepreneurs and the innovators who help solve the world’s most pressing problems.” Jeff Skoll is a Founding Core Partner of the systems change donor collaborative, [Co-Impact](#).

Donor Collaboratives for Systems Change

Co-Impact

Co-Impact is “a global collaborative for systems change, focused on improving the lives of millions of people around the world.” Co-Impact’s theory of change is outlined [here](#), and additional detail about its systems change approach is available in the [Co-Impact Handbook](#).

Networks, Alliances and Initiatives in Systems Change Philanthropy

Catalyst 2030

Catalyst 2030 is “a leading global movement of social change innovators.” The movement is made up of “NGOs, social enterprises, intermediaries, funders and other social change innovators, collaborating in this urgent moment to achieve the Sustainable Development Goals (SDGs).” The primary pillars of Catalyst 2030’s work are coordinating action, facilitating systems change and optimizing funding. In July 2020, the organization launched its report entitled: [Getting from Crisis to Systems Change: Advice for Leaders in the Time of COVID](#).

EDGE Funders Alliance

EDGE Funders Alliance is a “community of 300 donors, foundation officers, trustees and advisors in 19 countries, passionately engaged in local, national and international grantmaking within 90 diverse institutions with differing priorities and strategies, but a shared belief that equity and justice are critical to furthering sustainable, global well-being”. EDGE “organizes within philanthropy to raise awareness and deepen understanding of the interconnected crises threatening our common future.” EDGE promotes learning and community building through [EDGE Publications](#), [EDGE Films](#), [EDGE Webinars](#), and an annual conference. [The Barcelona Commitment](#) emerged from the 2017 conference and outlines the alliance’s call for systems change work in philanthropy.

[Illuminate](#)

Illuminate is an emergent global network of systems change funders and practitioners collaborating to grow the visibility and capacity of systems change practices “to shift harmful systems toward justice, health and balance.” Conceived in 2018, the Illuminate network is connecting and growing a global ecosystem of organizations *cultivating the field and practice of systems change*. Network members are hosting communities of practice for funders and capacity builders, and implementing projects to interview and connect practitioners in different regions of the world, to bridge and diversify systems change practices from different cultural traditions and experiences, and weave learning across the network.

[Impact for Breakfast](#)

Impact for Breakfast (IFB) is an “informal gathering of people from family offices, foundations, funds, venture philanthropy as well as advisory and intermediary organizations with a common focus on greater efficiency and learning in our collective quest to support and invest in social enterprise and entrepreneurship.” IFB, founded and led by [Artha Impact](#) in 2008 and in conjunction with [Artha Networks Inc. \(ANI\)](#) —“the impact investing arm of Rianta Capital, a dedicated advisor to the Singh Family Trusts,” hosts monthly [events](#) for funders that “help build relationships and the learning that drive action and ultimately, capital into this sector.” The network has today over 1900+ members across 17 cities - and growing.

[Impact Incubator](#)

“In 2013 leading UK foundations and [Social Finance](#) set up the Impact Incubator with the ambition of transforming outcomes for some of the most entrenched issues.” Founded and led by [Emily Bolton](#) of Social Finance, the Impact Incubator network has promoted a collective and collaborative approach in addressing systemic and entrenched issues such as mental health inequity and domestic abuse.

[Philanthropy4Life](#)

Philanthropy4Life is “an open collaborative innovation meshwork of kindred thought leaders, entrepreneurs, change makers, philanthropist, and investors inviting all of humanity to breathe new life into quality and quantity of our philanthropy, profit-sharing, and investments.” The cross-sector alliance aims to “mobilize one percent of GDP in global giving to advance... whole-system breakthrough innovation, community, and entrepreneurship prospering in harmony with all life by 2025.” To elaborate on this vision, leaders at Philanthropy4Life published [*Imagining Philanthropy for Life: A Whole System Strategy to Transform Finance and Grow True Wealth*](#).

[SDG Transformation Forum](#)

SDG Transformation Forum is “a growing global community of transformation enablers and initiatives” that aims to “develop and make widely available the transformational infrastructure, resources and practical knowledge for all those involved in transformational journeys.” Its primary work includes building and improving transformation systems through in-depth issues analysis, collaboration, and “radical action with learning.” Of particular interest, the [Transforming Finance Working Group](#) works towards a strong and diverse financing system to address the SDGs. Stewards in this group include individuals from [Rockefeller Philanthropy Advisers](#), [Impact Entrepreneur](#), and [Philanthropy4Life](#).

[Societal Platform](#)

Societal Platform is a “diverse team of collaborators and co-creators... deeply passionate about the possibilities unleashed when people, intent and technology come together to give voice and agency to every individual.” The organisation aspires to “catalyse a societal movement for change” using “digital platforms as enablers” to “strengthen programs, distribute choice, and

accelerate scale.” [The Societal Platform](#) approach centers on creating systems change at scale. Societal Platform publishes a host of resources, including SPace, a “platform to share assets and resources and connect people and organizations who are willing to freely share technology, protocols, templates, processes, methods and data as public goods.” SPace stands for “Societal Platform Assets Collaboration Environment” and is meant to be a learning community to empower changemakers. Learn more about the group’s strategy for scaling impact in this [Forbes interview](#) with Societal Platforms Chief Curator, Sanjay Purohit.

Additional Social Change Organizations for Systems Change

The Australian Centre for Social Innovation

“The Australian Centre for Social Innovation [TACSI] brings people into the heart of shaping their lives and society.” TACSI collaborates with organizations and communities with strong ground presence to “tackle big social challenges and build the conditions for social innovation.” Their work is guided by cross sector collaboration and three primary principles: “Human Centered, Systemic, and Creative.” TACSI researches and promotes a systems change approach through webinars and publications like [Philanthropy, Systems and Change](#).

Ashoka

Ashoka “identifies and supports the world's leading social entrepreneurs, learns from the patterns in their innovations, and mobilizes a global community that embraces these new frameworks to build an ‘everyone a changemaker world.’” Ashoka supports social entrepreneurs “whose system-changing innovations solve deep-rooted social problems.” [Systems change](#) is at the center of Ashoka’s work—“at the heart of our selection criteria [for [Ashoka Fellows](#)] is the notion of ‘a systems change idea in the hands of an entrepreneur.’”

Genio

Genio is a “European organisation based in Ireland with a deep understanding of complex system change and experience of scaling social innovation.” Genio aims to address complex problems in social services through “systems reform.” In its decades of operation working across various social services areas including “disability, mental health, homelessness and addiction,” Genio has found that main obstacle to systems-level reform is not usually a lack of innovation, but a lack of engagement with the real and complex challenges of bringing about systems change. Learn more about Genio’s approach to achieving systems reform [here](#).

Indie Philanthropy Initiative

Created by the [Kindle Project](#) in 2014, the Indie Philanthropy Initiative (IPI) is “a creative disruption to the status quo of funding. It gives a common name to decentralized, daring funding alternatives that together are poised to reshape the field of philanthropy.” Since its origins, IPI has partnered with [EDGE Funders Alliance](#), [Emerging Practitioners in Philanthropy](#), and others on a variety of programs “serving to spark change across the sector.” As of 2020, IPI exists primarily as an “[online toolkit](#) available to the public.”

Mosaic

Mosaic is an organization that believes that grassroots movements are the key to transformative systems change. “Mosaic is a new national initiative to better support people working to deliver clean air and water, a stable climate, healthy and just communities for all, and protection of our natural heritage by bolstering the critical infrastructure all movements need to succeed.” The initiative works primarily on “amplifying the power of the environmental field by strengthening movement infrastructure.” Conceived in April 2020¹, the organization, governed by NGOs, grassroots representatives and donors, makes investments in “movement infrastructure to better

support people working for clean air and water, a safe climate, and healthy and just communities for all.” As of October 2020, Mosaic has funded more than [130 grassroots organizations working on environmental issues across the U.S.](#)

The What: Publications and Reports on Systems Change Philanthropy

[*Alliance Magazine Systems Change Issue*](#)

Alliance Magazine’s issue from March 2019 “explores a growing aspiration to achieve system-level change, taking a more self-critical look than is usually found within the sector.” It includes articles on systems change and philanthropy in different geographies, scaling systems change, and more. A free pdf version of this *Alliance* issue can be found [here](#).

[*Approaches for Impact, Approaches for Learning*](#)

“Approaches for Impact, Approaches for Learning,” is RPA’s Scaling Solutions for Shifting Systems 2018 report. The report explains “how and why funders successfully moved from endorsing approaches identified in the first report to actually improving their policies and practices around those approaches,” and includes “key lessons from existing funder collaborative models aimed at systems change.”

[*Building an Impact Economy: A Call to Action for the Philanthropy Sector*](#)

“Building an Impact Economy: A Call to Action for the Philanthropy Sector,” was published in 2019 by Impact Entrepreneur and Rockefeller Philanthropy Advisors. The report calls for donor organizations “to use their capital in a way that more directly supports the development of an impact economy; and to align their investments and actions overall with the underlying values inherent in an impact economy.”

[*Complex Systems Change Starts with Those Who Use the Systems*](#)

“Complex Systems Change Starts with Those Who Use the Systems” is an article published in Stanford Social Innovation Review in 2018 by Madeleine Clarke and John Healy of [Genio](#). The article calls for centering voices of people who use social services in the movement for systems change in social services across the U.S. and Europe. The article presents five best practices for foundations and philanthropists prioritize when trying to practice realistic and collaborative systems change. Broadly, these best practices are to “Recognize and learn about the challenges within the system you’re seeking to reform, Set an example, Build out from a coalition of the willing, Start small, [and] Take credit only when necessary.”

[*Deconstructing the Bird Cage: How Social Entrepreneurs are Catalyzing Systems Change*](#)

“Deconstructing the Bird Cage: How Social Entrepreneurs are Catalyzing Systems Change,” is a report written by Yordanos Eyoel, John Kania and Kim Syman of [New Profit](#) in February of 2020. The report first outlines how systems change occurs using the Six Conditions of Systems Change outlined in FSG’s 2018 report, [The Water of Systems Change](#). The report “highlights six social entrepreneurs, and the organizations they lead, that are putting ‘system impact models’ into practice and working day-in-day, day-out to transform the systems that impact the lives of so many people in our nation.”

[*Embracing Complexity: Towards a Shared Understanding of Funding Systems Change*](#)

“Embracing Complexity: Towards a Shared Understanding of Funding Systems Change” is a report published in January 2020 with the goal of answering the question of “How do we get better at funding and supporting systems change?” The report was created in partnership with Catalyst 2030, Co-Impact, Echoing Green, Schwab Foundation for Social Entrepreneurship,

Skoll Foundation, and System IQ, and prepared by Ashoka and McKinsey & Company. It proposes five principles for donors interested in practicing social change to consider:

1. Embrace a Systems Mindset
2. Support Evolving Paths to Systems Change
3. Work in True Partnership
4. Prepare for Long- Term Engagement
5. Collaborate with Other Stakeholders

The following are links to the report: [Executive Summary](#) and [Full Report](#).

[Fostering Systems Change](#)

“Fostering Systems Change,” an article published in Stanford Social Innovation review by FSG’s Srik Gopal and Kania in 2015, presents five simple practices that the authors believe foundations engaging in systems change should pay close attention to: “build on existing trends and momentum in the system, pay greater attention to connections and interdependence, employ rigor *after* the strategy has been developed, be systematic about measuring systems change, [and] ‘be the change’ by building internal adaptive capacity.”

[Funding Systems Change: Challenges and Opportunities](#)

“Funding Systems Change: Challenges and Opportunities,” a report published by [Social Innovation Exchange](#) in 2017, is “intended to help nurture the emerging community of foundations working in systems change by codifying and sharing examples and practices from the pioneers and early adopters of this approach.”

[Scaling Solutions towards Shifting Systems](#)

“Scaling Solutions towards Shifting Systems” is the respective initiatives first report. Published in 2017, one year after the initiative’s inauguration, the report highlights “organizations that had scaled solutions and how funders had helped or hindered the process.” The report poses a method for funders to “help grantees scale toward shifting systems” called “SCALE.” “SCALE” stands for the following:

- Streamlining processes for application and reporting;
- Collaborating more effectively;
- Accelerating impact through non-monetary support;
- Learning more about systems change; and
- Empowering grantees and by intentionally shifting the power dynamics between the givers and receivers of funds.

[Seeing, Facilitating, and Addressing Systems Change](#)

“Seeing, Facilitating, and Addressing Systems Change,” RPA Scaling Solutions’ 2020 report, “Focuses on how funders can design for and measure progress on systems change.” The report findings are based on “workshops in Kenya, Colombia, India and the United States, case studies, and evolving practices in the field of philanthropy.” The report also includes an array of resources to help funders engage in various aspects of systems change work. A webinar on this report can be found at [this page](#).

[The Dawn of Systems Leadership](#)

“The Dawn of Systems Leadership,” is a long form article by [Peter Senge, Hal Hamilton, & John Kania](#). It was published in the Stanford Social Innovation Review in 2015. Written after Nelson Mandela’s passing, it calls for collective leadership in addressing systemic challenges. With this article, the authors aim to “share what we are learning about the system leaders needed to foster collective leadership.”

[The Water of Systems Change](#)

“The Water of Systems Change,” published in 2018 by FSG, outlines the three categories of systems change as structural change, relational change, and transformative change and the conditions that fall within each category to “clarify what it means to shift these conditions.” The report poses the [Action Leadership Exercise](#), an “activity is designed to help individuals think systematically about social change, explore what is happening below the surface on issues they care about, and determine how they and their organizations can pursue large-scale change in a disciplined and holistic manner.”

[What are the Capabilities we need for Systems Change?](#)

“What are the Capabilities we need for Systems Change?” is an article published on *Medium* in 2017 by [Anna Birney](#), the founder and director of Forum for the Futures’ [School of Systems Change](#). The article outlines the five capabilities Birney deems necessary for changing systems: “systemic diagnosis, strategy design, innovation for impact, collaboration and engagement, [and] leadership and learning.”

The When and How: Resources, Events and Learning Opportunities

Guides and Tools

[Philanthropist’s Field Guide](#)

Produced by The Milken Institute’s [Center for Strategic Philanthropy](#), the Philanthropist’s Field Guide is a “resource for philanthropists at all stages of their giving journeys.” It includes resources on philanthropic strategy and many [Essential Reads](#) covering a range of topics, such as philanthropic due diligence, incorporating feedback from program partners, collaborative philanthropy, and moving towards a systems change approach.

[“Philanthropy, Systems and Change: perspectives, tools, and stories to help funders find their best-fit contribution to change”](#)

Published by [The Australian Centre for Social Innovation \(TACSI\)](#), this resource is “A collection of stories and tools aimed to support foundations in growing the mindsets, behaviours and practices that enable systems change.” The report gives examples of successful systems change so “systems-curious foundations” might be inspired and informed to follow examples of foundations finding success and best practices. The report also has a large section on potential ways for interested donors to engage in the systems change movement, including [conversation tools](#) and frameworks for donors to think through how they might bring to practice systems change in their giving.

[“Seven Steps for Funding Systems Change: A comprehensive guide for Funders, by Social Entrepreneurs”](#)

Published by [Ashoka](#) and the [National Lottery Community Fund](#), this resource was conceived as a result of Ashoka social entrepreneurship fellows reporting that, “their most impactful work – the kind that is focused on system change – is generally the least funded.” The guide is structured to address the process that a funder might go through based on the question, ‘How might we go about funding systems change?’” It discusses seven key recommendations, including to:

1. Find Systemic Leaders and Teams
2. Meet on a Level Playing Field
3. Align Your Support with the Vision
4. Build a Lasting Relationship
5. Strengthen their Team
6. Strengthen their Wider System
7. Invest in Yourself and the Funding System.

[Systems Grantmaking Resource Guide](#)

The “Systems Grantmaking Resource Guide” is a detailed publication used to “mobilize stakeholders by integrative thinking systemically with convening systemically.” The guide was published in 2016 by [Grantmakers for Effective Organizations](#) and [Management Assistance Group](#). Additional notable pages for funders, stakeholders, and partners include the [Systems Grantmaking overview](#), [Grantmaker Self-Assessment](#), [System Tools & Resources](#), and [Further Reading](#).

[Systems Thinking Toolkit](#)

The Systems Thinking Toolkit was published by FSG in an effort to help individuals and organizations “understand the complex relationships and contexts surrounding social issues in order to best influence and navigate the system.” The Toolkit includes a matrix to best determine which tools might be beneficial and additional guides to many different kinds of system mapping.

[The Role of Philanthropy in Systems Change](#)

“The Role of Philanthropy in Systems Change: Findings and Lessons from a Field Scan of Systems Change and Policy Advocacy in the Philanthropic Field” is a guide published in 2017 by Kris Putnam-Walkerly of the [Putnam Consulting Group](#). It includes an in-depth definition of systems change when applied to the social change sector, “keys for fostering systems change,” and additional tools relevant to tackling more specific issues with systems change.

Conferences and Webinars

[EDGE Funders Alliance Annual Conference](#)

EDGE hosts an annual conference on varying topics under the umbrella of transformational, system shifting philanthropy. Since the first conference in 2012, EDGE Conferences have served as an annual learning and community building opportunity for members. The 2020 Conference was cancelled due to the COVID-19 pandemic, though EDGE hopes to reconvene in 2021. EDGE publishes a detailed report after each conference to serve its members and the sector at large. See the 2019 Conference report [here](#).

[Frontiers of Social Innovation](#)

Hosted every two years by [Stanford Social Innovation Review](#), The Frontiers of Social Innovation Conference “brings together senior leaders from nonprofit organizations and foundations, social entrepreneurs and philanthropists, leading academics and researchers, executives of for-profit CSR-centric businesses, and government policymakers from around the world for two days, to discuss, debate and develop solutions that address the most pressing global challenges.” The conference answers questions at the cutting edge of the social change industry, such as “How do we as social innovation leaders respond to global shifts in political, personal and social power?” The 2020 Conference was cancelled due to the COVID-19 pandemic. Stay updated [here](#) for new 2021 dates.

[Impact Entrepreneur](#)

Impact Entrepreneur hosts two different webinar series. [Luminarias Live Webinars](#) are “live video webinar series featuring the leading lights in impact investing and entrepreneurship” and [Impact Economy Live Webinars](#) features “cutting-edge presentations by leading thinkers and practitioners in impact entrepreneurship, impact investing and impact economy.” Of particular interest, the [Building an Impact Economy: The Role of Philanthropy](#) webinar features practitioners from RPA, Rockefeller Foundation, and Ford

Foundation and was released alongside the Impact Entrepreneur report [“Building an Impact Economy: A Call to Action for the Philanthropic Sector”](#) in 2019.

Courses

Investors in Change

“Investors in Change,” lead by [Forum for the Future at the School of Systems Change](#) in collaboration with Catalyst 2030, Lankelly Chase, Ashoka, Garfield Foundation, and others, is “a three module learning journey about systemic change for funders from philanthropy, impact investing, and public sector.” Module 1 is about understanding systems, Module 2 focuses on funder strategies for systems change, and Module 3 on learning and impact. Individuals can register for single modules or all three. The first session of Module 1 will begin January 26, 2021.

Systems Change and Social Impact

“*Systems Change and Social Impact* is a specialised online short course, convened by the Bertha Centre for Social Innovation and Entrepreneurship at the UCT GSB [University of Capetown Graduate School of Business] designed to give public officials, leaders of social enterprises, founders and funders exposure to the most recent developments in how to bring about sustained positive change.” The next course offering will be from March 1, 2021, to May 3, 2021. The application deadline for that session is January 25, 2021. Though the course can be tailored to individual organizations leadership and development goals, some of the core topics of the course include “Futures thinking for systems change, building partnerships and collaborations for systems change, advocacy strategies for systems change, and strengthening systems sensibilities for systems work.”

Additional Event Sources

See the [“Design Thinking and Systems Thinking Events” Google Map](#), which is regularly updated with events all over the world.