


OUR
HOUSE
IS ON
FIRE!!

There is
NO
PLANET B

SYSTEM
CHANGE



NOT
CLIMATE
CHANGE!

EVIDENCE
OVER
IGNORANCE

**Measurable, predictable,
short-term, linear**



**Difficult to measure,
unpredictable, long-term,
not linear, complex**

Behaviours, decisions, results,
outcomes (symptoms)

Direct service

Structures, processes, rules, laws, norms,
defined roles, money flows

Structural change

Distribution and dynamics of power(s),
privileges, relationships, implicit norms

Personal transformation

Mindsets, values, belief systems, paradigms

Paradigm shift

Direct service projects	Systems change work
Innovation focus = output	Innovation focus = process
Solution presented clearly	No clear/final solution, solutions are developed in process
Linear	Iterative
Simple oder complicated	Complex
Could become self-reinforcing	Could become self-reinforcing themselves, inequity issues and/or commons and 'externalities'
Could have short-term "impact"	Systems change takes time
Can be run alone	Typically require collaboration (especially cross sector)
Can be explained simply	Requires basic systems thinking abilities to be understood

The lack of adequate funding is one of the biggest obstacles to systems change work!

Funding Systems Change Initiative

- The question also preoccupies funders!
- A **coalition** of foundations and changemakers in Switzerland came together to tackle the challenge of **Funding Systems Change**
- A year-long **collaborative learning process**: sharing insights and best practices » developing and testing **prototypes**



Funding Systems Change Initiative

Members

**VOLKART
STIFTUNG**



 **collaboratio**
HELVETICA


SCHWAB FOUNDATION
FOR SOCIAL ENTREPRENEURSHIP


OAK
FOUNDATION

 **Mercator**
Foundation
Switzerland

drosos (...)

 **MIGROS**
Pioneer Fund


LEOPOLD BACHMANN
STIFTUNG

 **JACOBS**
FOUNDATION
Our Promise to Youth

foraus 

 **Arthur Waser**
Foundation
Education, Social, Culture

Partners

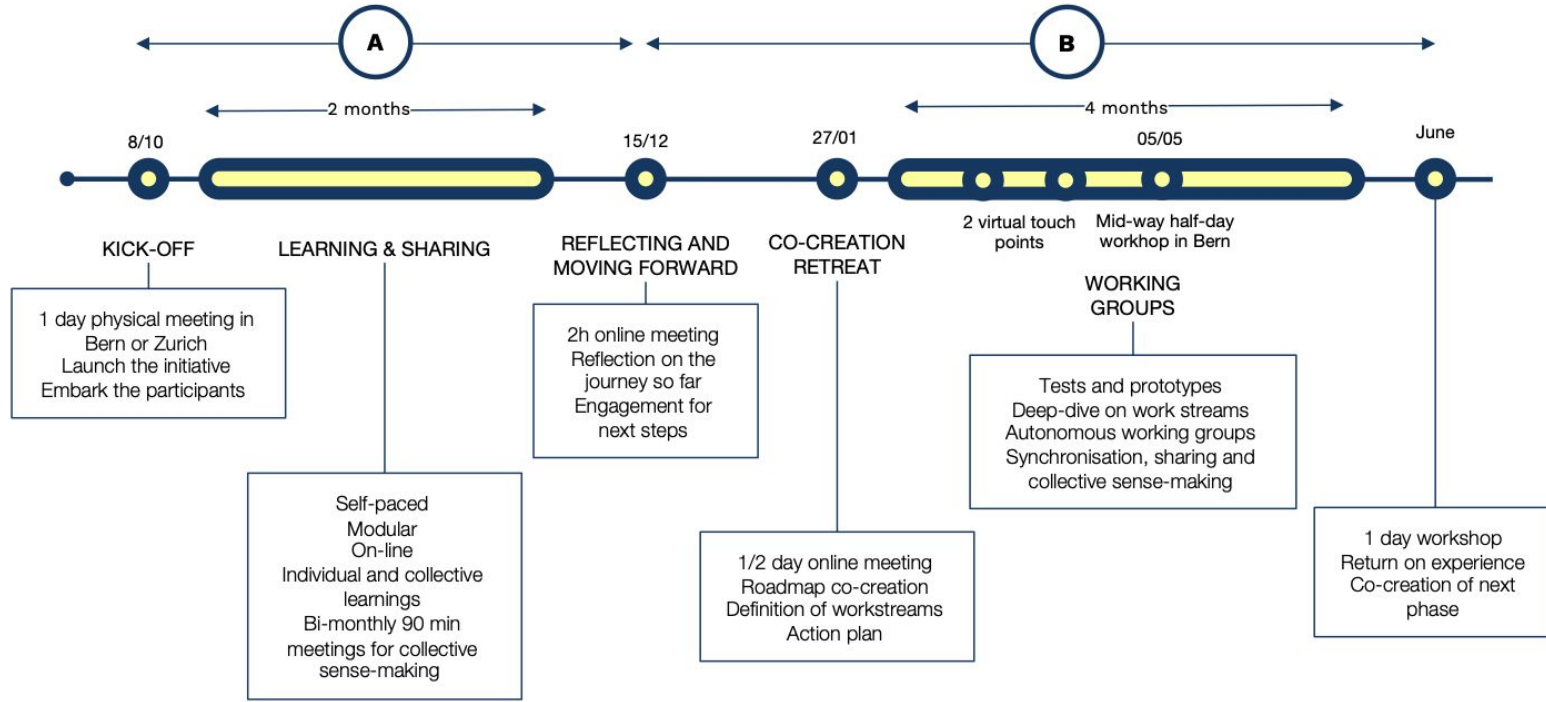
SwissFoundations

Fonds
Association faîtière
des fondations
d'utilité publique
de Suisse

 **UNIVERSITÉ
DE GENÈVE**
GENEVA CENTRE
FOR PHILANTHROPY

Competence Center
for Social Innovation
 **University of St.Gallen**

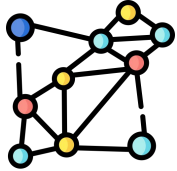
Funding Systems Change Initiative



Funding Systems Change Initiative



Mindset shift



Systems-informed strategies (funding +)



Adapted funding mechanisms



Long-term horizon
(no quick fixes)



Awareness of power dynamics to enable true collaboration and trust-building



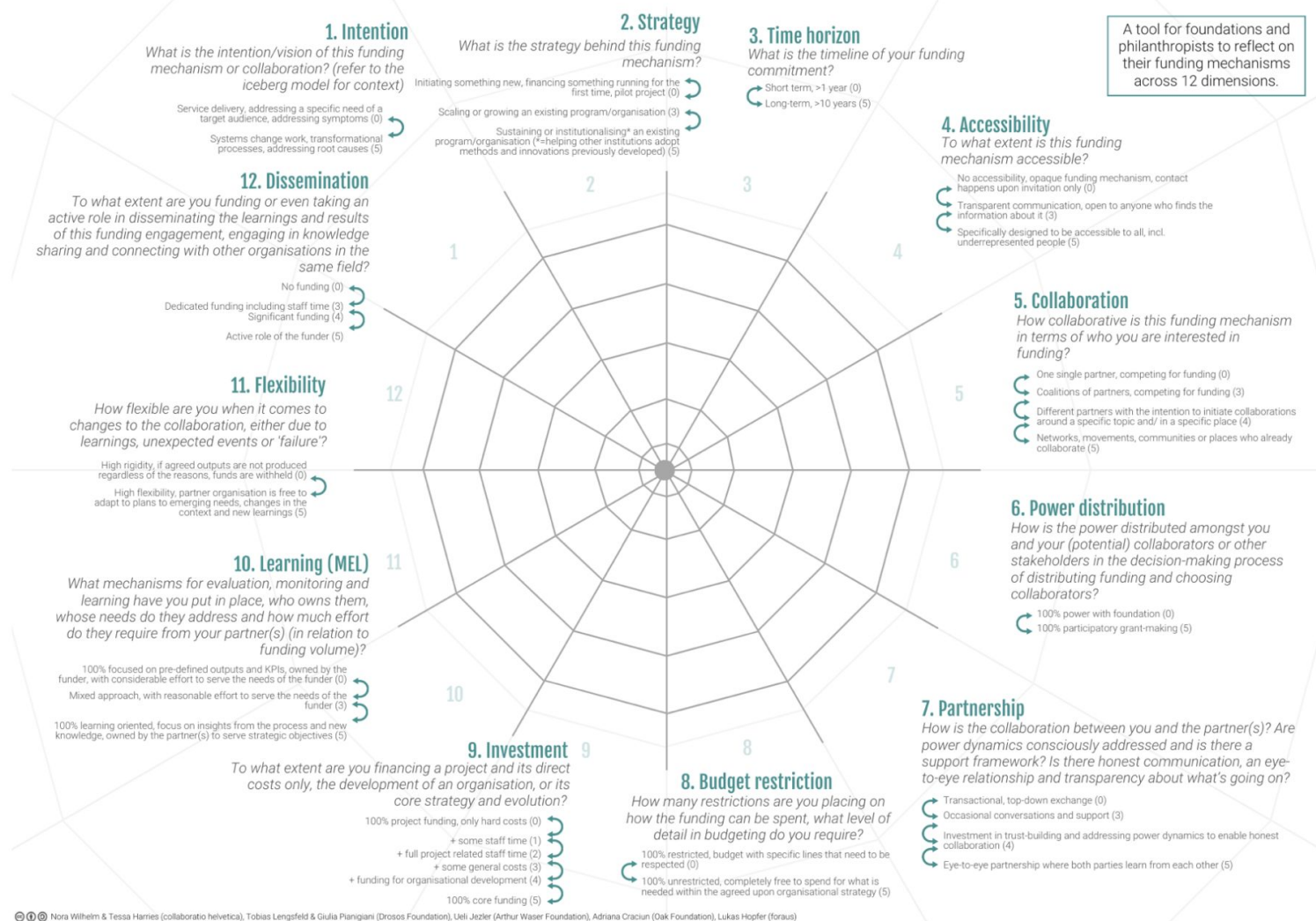
New impact measurement and learning frameworks



Investment in capacity-building
(within funders and partner orgs)



Collaboration amongst funders



Key obstacles on the funder side

- Lack of holistic approaches, focusing only on one dimension
- Power dynamics with the grantees, and within the foundation (incl. lack of openness to genuine feedback)
- Fears of loss of control
- Difference of understanding & skills when it comes to navigating complexity within a funder
- Lack of diversity on boards
- Applying a 'business' approach to all kinds of social innovation work
- Resource scarcity and burn-out within funders, also leading to high turnover
- Systemic pressures, e.g. to be able to explain and defend what they do, and to not do 'political' work



Key takeaways: do's and don'ts



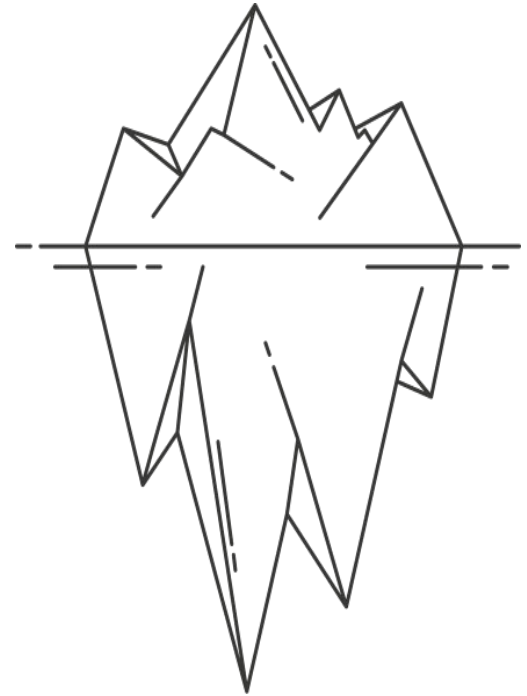
- Build systems awareness
- Clarify values, goals & intended impact
- Build context-informed strategies
- Focus on learning, incl. trial & error
- Involve interest groups and partner organisations
- Emphasise collaboration, build trust
- Stay curious, put ego aside



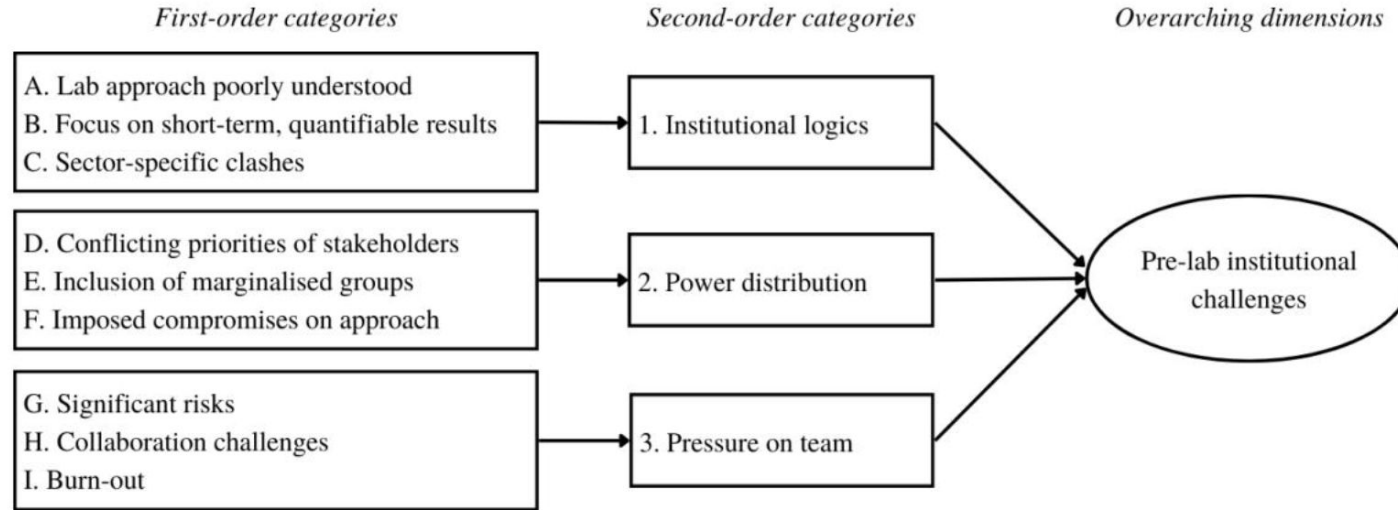
- Seek “One-size-fits-all” solutions
- Claim to do systems change work when it's not the case
- Linear approaches in complex settings
- Focus on short-term outputs checklists
- Deny or ignore the partners' expertise
- No diversity within the funder
- Block critical questions, conversations and feedback

Funding Systems Change Initiative: reflection questions

- In which paradigms are our current impulses, structures and processes rooted?
- What "visible behaviors" and outcomes (symptoms) do these structures and processes cause or contribute to?
- What "visible behaviors" and outcomes would we like to see, and what kind of structures and processes would support this?



Challenges of Social Innovation Labs



The question of preoccupies funders

"How to finance systemic change is a difficult question that concerns us, and I would like to see us tackle the change together as a basis and carry out the necessary reflection work, starting with ourselves and our partners."



Andrew Holland

CEO of Stiftung
Mercator Schweiz

"Over the last two years, we have been thinking about new strategies and tools to contribute to social change on a more systemic level. We have realised that one-off project support and bilateral cooperation are not enough, even if the projects themselves are transformative. We need cross-sectoral collaborations, new creative approaches and longer-term strategies that involve multiple stakeholders."

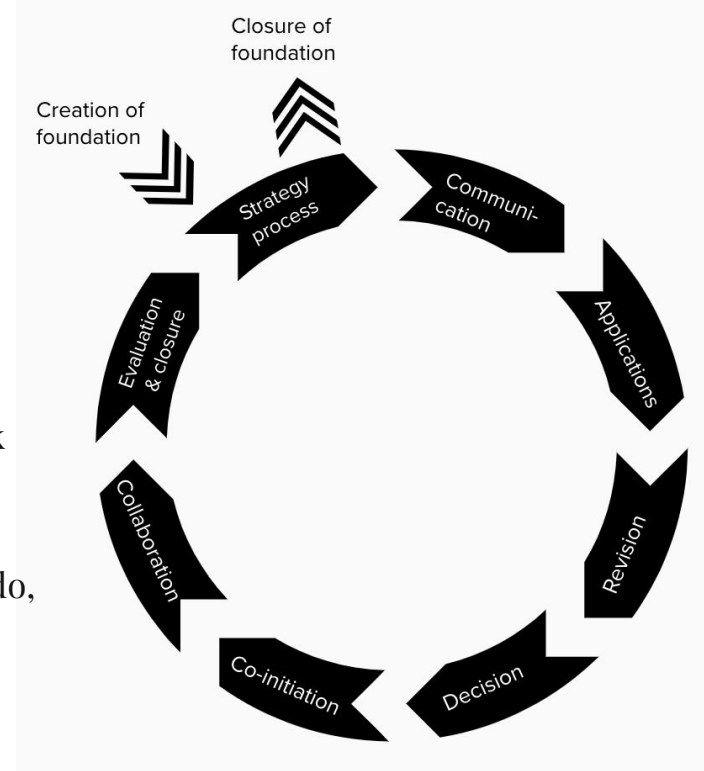


Manuela Balett

(Former) CEO of Leopold
Bachmann Stiftung

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VS

