



# CSI Statement of Service Performance 2020/21

## Description of the entity's purpose

### Our vision and mission

The Centre for Social Impact's moemoeā (vision), kaupapa (mission) and take whāinga (purpose) align to ensure we help grant-makers and funders invest for impact and enable their community partners to turn that investment into inspiring and sustainable social change.

Foundation North established the Centre for Social Impact (CSI) in 2014 to support the development and impact of its own high-engagement philanthropy, alongside supporting the work of other foundations, individuals and organisations investing for social impact.

Our distinctive value is in providing an Aotearoa New Zealand approach to 'effective social impact': a process of engaging interested communities and organisations in proposing solutions to complex social issues. Working with grant-makers and funders, as well as grantees, provides the Centre with unique insights into the challenges of designing and implementing social impact initiatives that work.

### Services supporting innovation

Our service offering is framed around *five pou* (pillars): strategy and innovation design; capacity development; leadership and culture; impact and insights; and effective funding practice. These provide the framework through which we support the development of strategic investment into impact initiatives, and the quality delivery of those initiatives.

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Figure 1: CSI Pou



## Client-centred and open source

CSI delivers client-centred fee for service work directly to our partners in the philanthropic, community and government sectors, in response to their specific needs. Since 2019, the Centre has also led Te Pūaha o te Ako – a multi-disciplinary social impact knowledge and practice hub based in CSI. Te Pūaha o te Ako was established through a dedicated funding grant from Foundation North, to provide open source insights, learning, research and resources across the philanthropic and community sectors.

## Who we work with

As societal issues become more complex, philanthropic, government and corporate funders need to know that their grants and investments are making the difference they expect them to make. On the delivery side, community organisations often require support to be sustainable, effective and relevant as demand for their services increases and client needs diversify.

Our work with funders and community partners is designed to help them build powerful partnerships, strengthen their internal capabilities, and design frameworks to track their progress. All of these services are critical factors to help them achieve the outcomes they want for communities in greatest need.

CSI and its team of associates have worked extensively with funders and community partners to support diverse communities aspirations, and challenge inequalities. These include a focus on supporting tino rangatiratanga and addressing Māori and Pacific inequities in accessing affordable housing, education, arts and culture, sport and physical activity, and youth development programmes.

**Figure 2: CSI influence and contribution**



We support our clients and community partners on their social impact journeys. This journey, for grant-makers and funders, and their community partners, is a continuing process of monitoring, evaluation and reflection as learning occurs. This informs adaptation and innovation to deliver social impact.

## Description of services delivered in 2020/21 year

Over 2020/21, the Centre for Social Impact worked with philanthropic and not-for-profit organisations across Aotearoa, and delivered services that benefited these entities and the communities they serve. Outputs included:

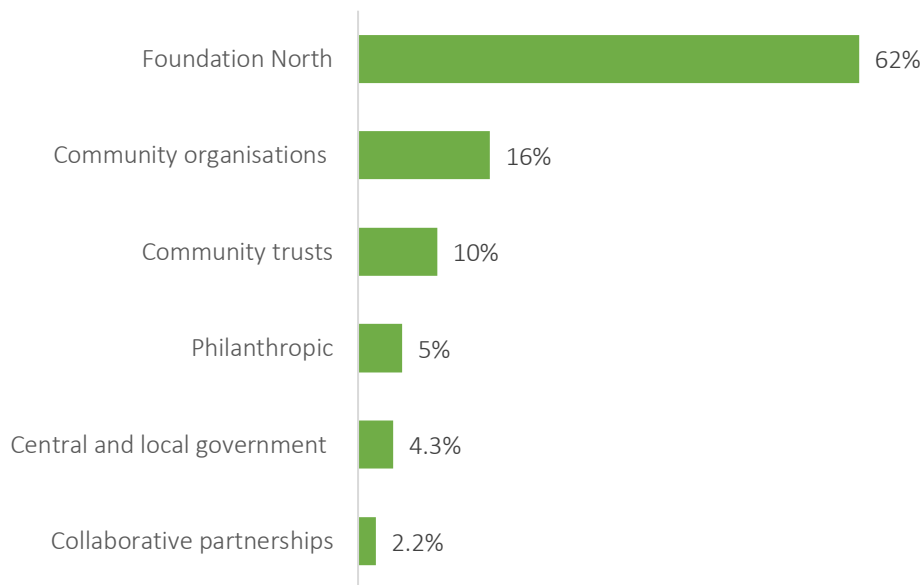
- Training and development of trustees and chairs in community trusts
- Design and implementation of funding frameworks, funding strategies and impact investment for philanthropic organisations
- Supporting philanthropic funders to adopt more innovative, informed and intentional funding models
- Supporting community organisations to build their business sustainability, resilience and governance
- Exploring the impact of COVID-19 in the voluntary sector in Aotearoa, as a platform for advocacy and funding support
- Leading and reporting on programme evaluation in the philanthropic and not-for-profit sectors, and building evaluation and monitoring frameworks

A total of 22 different entities were served in the year to 31 March 2021 with a total of 92 commissions.

In 2020/21, CSI delivered services across all five Pou, particularly capacity development (46% of all projects, impacts and insight (35%) and strategy and innovation design (15%).

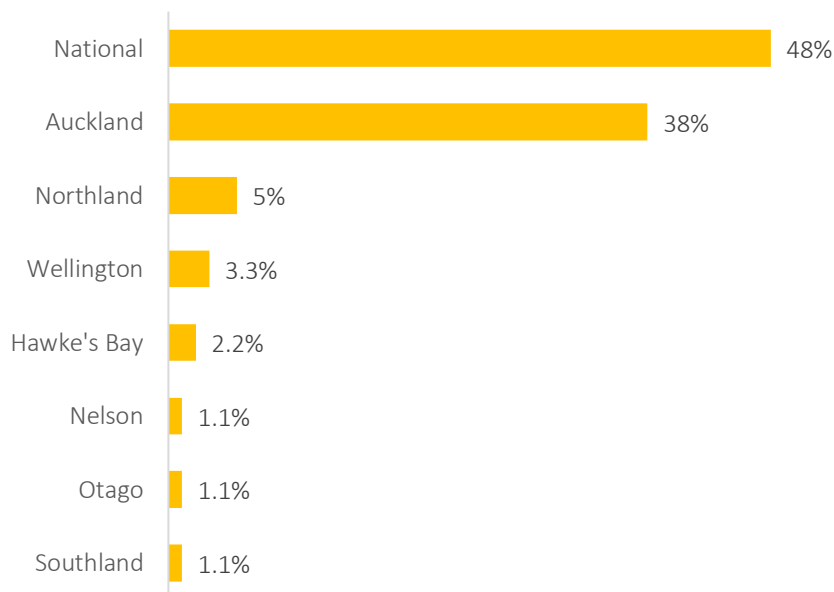
A significant proportion of our work is delivered to Foundation North, reflecting our shift since 2019 to working as a business unit within the foundation. CSI nevertheless maintains a substantial body of work to other organisations and sectors, including community organisations, other philanthropic organisations, and central and local government (Figure 3).

**Figure 3: CSI sector/organisation delivery (by number of projects)**



In 2020/21, almost half of our work had a national focus (48% of all projects), and more than a third (38%) were based in Auckland. Other projects were delivered in Northland, Wellington, Hawke's Bay, Nelson and Otago (Figure 4).

**Figure 4: CSI client regions**



## Impact

### Areas of CSI value

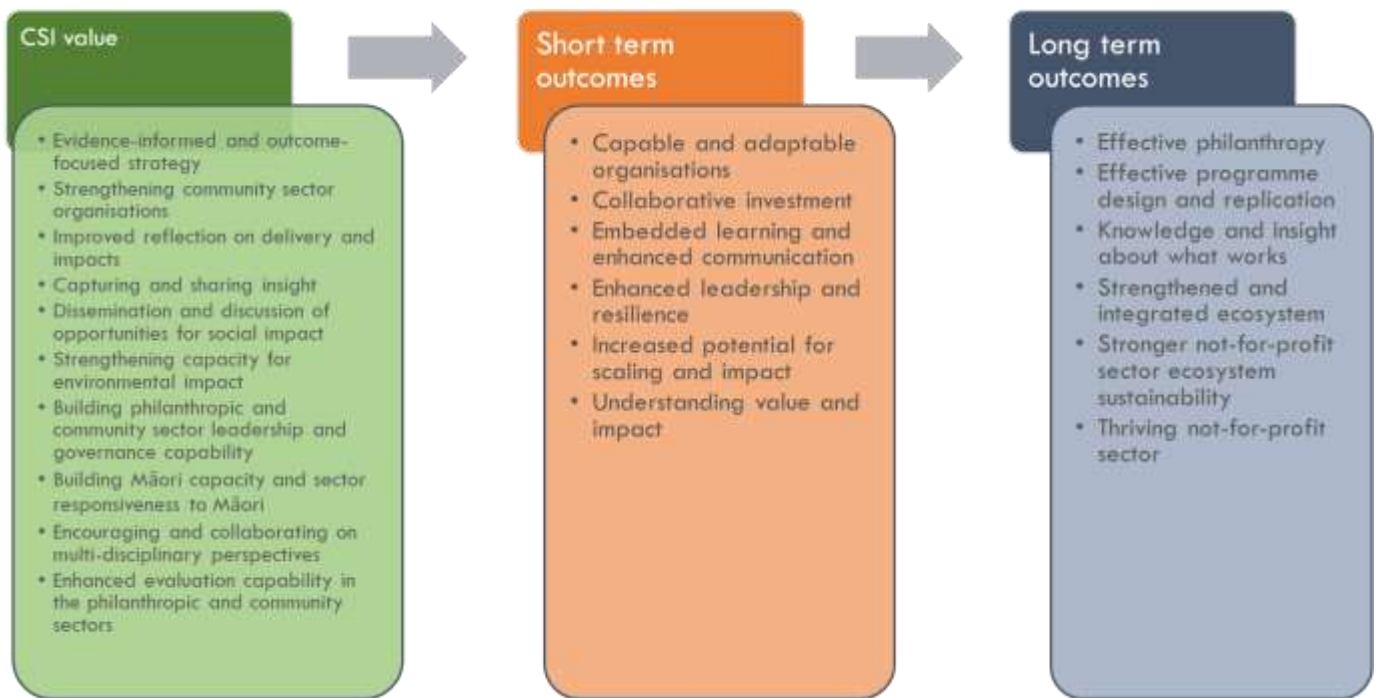
The centre's work over 2020/21 continues to demonstrate impacts that strengthen the eco-system of philanthropic and not-for-profit organisations, and enable social impact across philanthropic, government and community sectors. The table below describes the key areas of value from CSI's engagement over the year that contribute to our outcomes and overall impact.

**Table 1: CSI value and impact**

<b>CSI value</b>	<b>Examples of CSI activity to contribute to outcomes</b>
<b>Evidence-informed and outcome-focused investment strategy</b>	Co-development of strategic planning and outcomes in the philanthropic, community and government sectors Collaboration in developing impact investment approaches Expertise and advice to support strategic decision-making
<b>Strengthening community sector organisations</b>	Tailored support to community organisations in organisational development, programme design and implementation, governance and evaluation capacity Kia Whiti Tonu workshops to the community sector to build capacity in strategy, communications, innovation, wellbeing and grant-writing.
<b>Improved reflection on delivery and impacts</b>	Provision of expert technical and strategic advice to enable strengthened measurement and reporting of impacts in philanthropic and community sectors
<b>Capturing and sharing insight</b>	National survey on the impact of COVID-19 on the voluntary and community sectors Affordable housing research Research and evaluation into impacts of philanthropic projects
<b>Dissemination and discussion of opportunities for social impact</b>	Developing impact models for grant-makers Identifying strategic levers for change
<b>Strengthening capacity for environmental impact</b>	Working with environmental organisations to improve the marine environment in the Hauraki Gulf
<b>Building Māori capacity and sector responsiveness to Māori</b>	Working with Māori organisations, and philanthropic leadership in strategic responses to Māori needs and aspirations
<b>Building philanthropic and community sector leadership and governance capability</b>	Effective governance workshops for philanthropic trustees and chairs Direct support to leadership and trustees in the not-for-profit sector
<b>Encouraging and collaborating on multi-disciplinary perspectives</b>	Co-design sprint workshops on policy issues
<b>Enhanced evaluation capability in the philanthropic and community sectors</b>	Evaluation advice, support, frameworks and tools developed that support funders to better understand their impacts in the populations, communities and organisations they fund

These areas of value are consistent with CSI's own theory of change and impact in the philanthropic and community sections. The connection of CSI's client value to its short and long-term outcomes are depicted in the diagram below.

Figure 5: Pathway of CSI value to delivering on intended outcomes



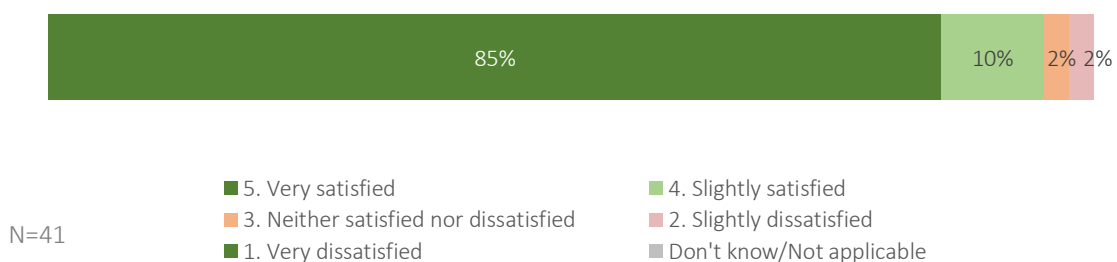
## CSI client feedback

### Satisfaction and value of CSI practice

Since late 2019, CSI has undertaken feedback surveys directly with its client groups. The feedback over 2020/21 aligns with the value identified above. Overall, CSI is seen widely by clients to be providing value in many forms of expertise and knowledge in its Associate network, its collaborative and facilitative ways of working, and the strong cultural grounding of key CSI Associates.

Clients were overall very positive when asked how satisfied they were with CSI’s work with their organisation. Some 85% of survey respondents were very satisfied with CSI’s contribution to their organisation, a few (10%) were slightly satisfied. The remaining respondents were neither satisfied nor dissatisfied (2%) or slightly dissatisfied (2%) (Figure 6).

Figure 6: How satisfied are you with CSI's work with your organisation?



The Net Promoter Score is a measure that assesses the degree to which respondents are likely to recommend a service or product to others, based on a scale from 0 to 10, where 10 means highly likely to recommend. Any score over zero is seen to be positive and a score over 50 is seen to be exceptional. Over 2020/21, the Net Promoter Score for CSI was 46.3, which is a very positive response to CSI's work and practice. Over half (54%) were highly likely to recommend CSI (scores of 9 or 10), and the remainder were reasonably likely (46%, with scores of 6 to 8).

## Impacts of CSI's work

A common outcome that respondents mentioned was the collaborative development of strategy, guidelines, and frameworks. Respondents mentioned benefits of strategic focus and clarity, and the co-creation of develop specific frameworks and strategies.

A further theme was strengthened insights into communities and key social sector issues, from comprehensive research reports and evidence-based information.

Strengthened team engagement and collaboration was also highlighted as a main outcome of the project to date by participants, and learning for continued application. Data collection tools were seen as providing valuable insights to develop relationships and generate positive changes in communities.

## Difference CSI has made

There is broad agreement from clients that CSI is helping progress their organisations. Nearly half of participants (49%) responded that CSI's work had helped them make excellent progress, some (27%) responded that they made good progress, and some (7%) thought that they had made some progress. The remainder thought they had made very little progress (7%) or did not know (2%).

When asked what difference CSI has made for their projects, some pointed to the range of perspectives that CSI brought together to develop better policy and legislation, and support more inclusive strategy.

CSI were also seen to provide excellent research, data collection and analysis that provided independent perspectives and supported progress on key areas of focus. CSI's ability to give advice, guidance and provide a range of expertise, which deepened knowledge, guided teams and supported positive outcomes.