



# CSI Statement of Service Performance 2019/20

## 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.

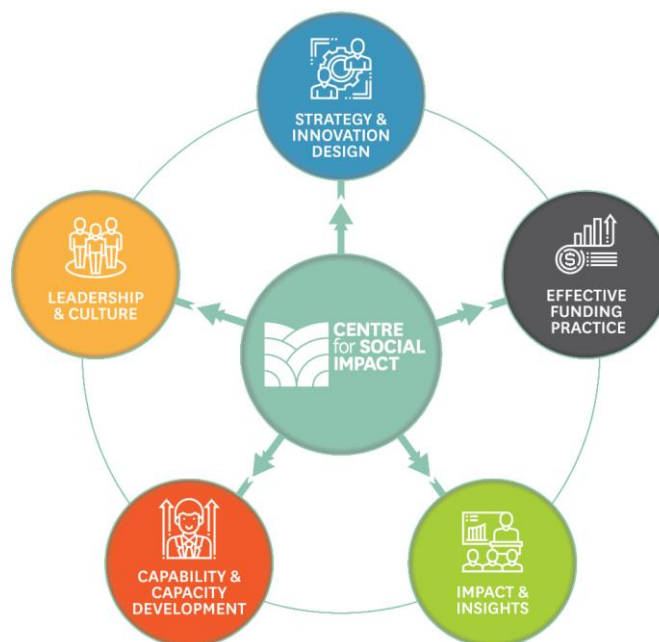
Foundation North established the Centre for Social Impact (CSI) in 2014 to support the development and impact of its own high-engagement philanthropy, alongside supporting the work of other foundations, individuals and organisations investing for social impact.

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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## 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.

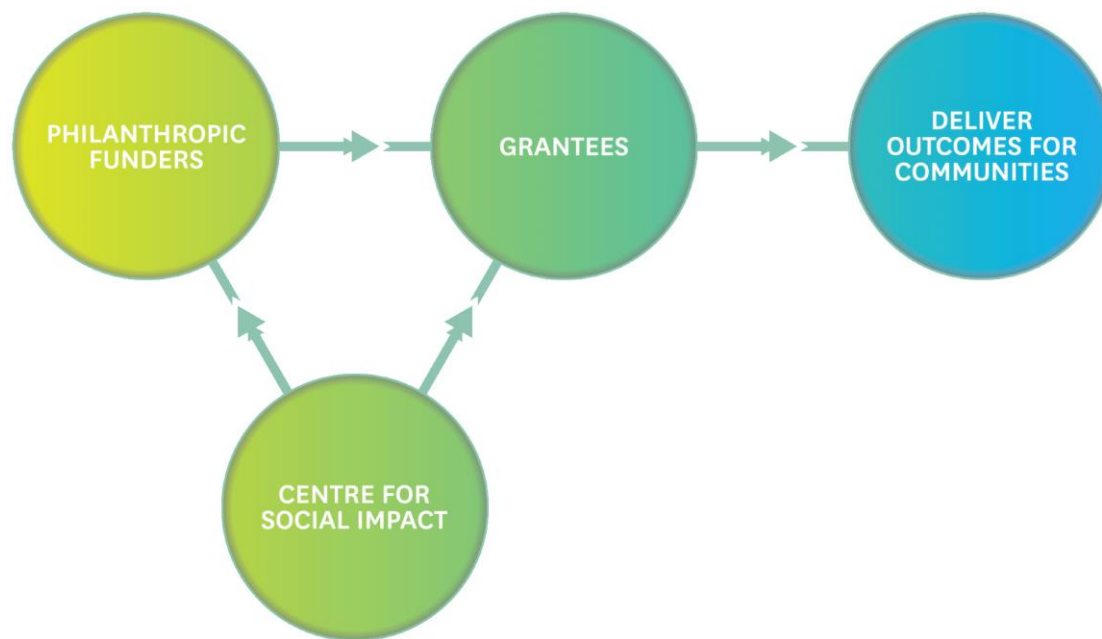
## Who we work with

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 1: 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 2019/20 year

Over 2019/20, the Centre for Social Impact worked with philanthropic organisations in New Zealand and Australia, as well as a range of other not-for-profit organisations, and delivered services that benefited these entities and the communities they serve. Outputs included:

- Design and implementation of funding frameworks and strategies for philanthropic organisations
- Supporting philanthropic funders to adopt more innovative, informed and intentional funding models
- Developing programmes and providing ongoing support to community organisations to build their business sustainability and resilience
- Supporting governance and leadership development in philanthropic and not-for-profit organisations
- Researching and disseminating up to date learning on grant-making and governance in the NGO sector
- Co-development of evaluation frameworks with not-for-profit organisations to better understand their delivery and impact
- Leading and reporting on programme evaluation in the philanthropic and not-for-profit sectors

A total of 13 different entities were served in the year to 31 March 2020, with a total of 75 commissions, compared to 19 entities and 80 commissions in the previous year.

## Impact

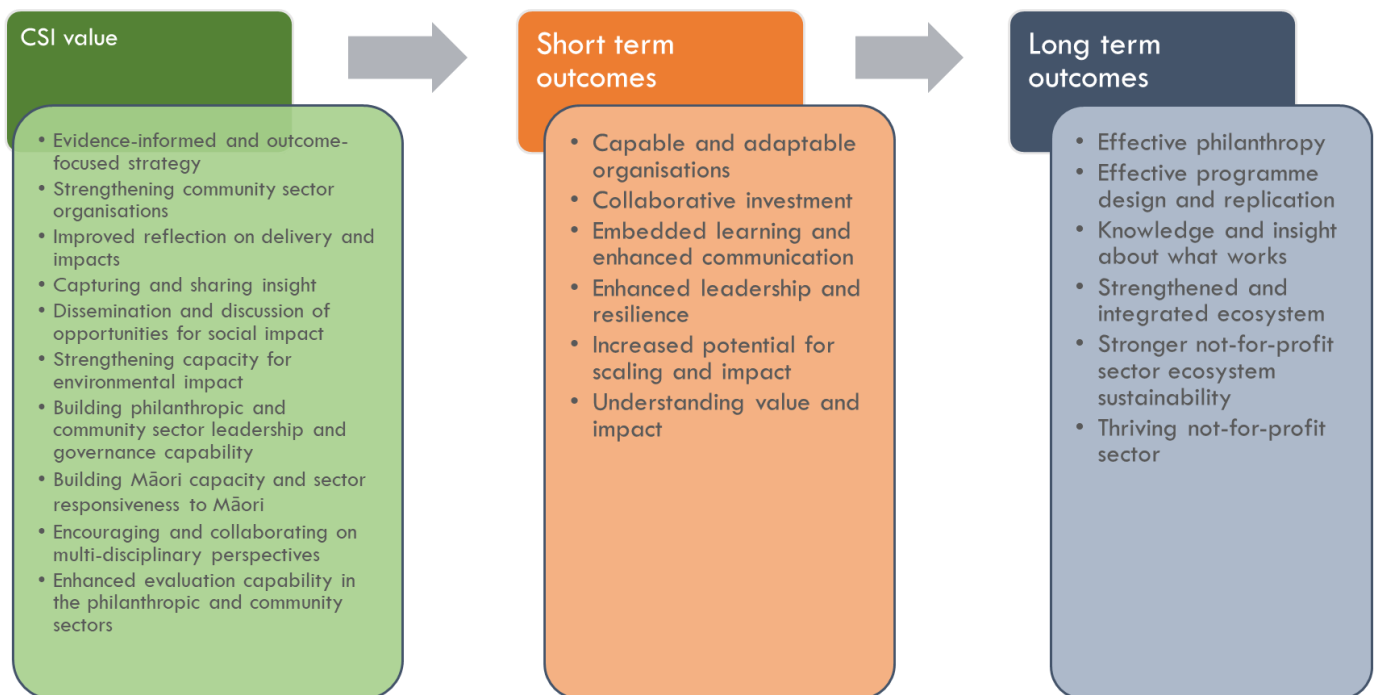
The centre's work over 2019/20 continues to demonstrate impacts that strengthen the eco-system of philanthropic and not-for-profit organisations, and enable social impact across philanthropic, government and community sectors. The table below describes the key areas of client value from CSI's engagement over the year that contribute to our outcomes and overall impact.

**Table 1: CSI value and impact**

<b>CSI client value</b>	<b>Examples of CSI activity to contribute to outcomes</b>
<b>Evidence-informed and outcome-focused investment strategy</b>	Expertise, tools, advice and population-level data to support effective strategic decision-making.  Mapping data and insights to support philanthropic strategy for Māori, Pasifika and other ethnically diverse communities.
<b>Strengthening community sector organisations</b>	Tailored support to community organisations in organisational development, programme design and implementation, governance and evaluation capacity.
<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.  Evaluating impacts and learning from innovative philanthropic funding.
<b>Capturing and sharing insight</b>	Collaborative sharing of learning and insight from housing sector leaders.  Developing and disseminating best practice guidance and insight on NGO governance.
<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 and government sector 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.  Direct support to leadership and trustees in the not-for-profit sector.
<b>Encouraging and collaborating on multi-disciplinary perspectives</b>	Cross-sectoral social impact hui.  Co-design between potential funding partners.
<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 2: Pathway of CSI value to delivering on intended outcomes



## CSI client survey

Since late 2019, CSI has undertaken feedback surveys directly with its client groups. The feedback to date from clients 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.

Highlighted impacts of our work included the following:

- Collaborative development of strategy and guidelines.
- Strengthened insights into communities and key social sector issues.
- Strengthened focus to the work of funders.
- Comprehensive data collection tools and analysis.
- Strengthened team engagement and collaboration.
- Learning for continued application.

Clients almost uniformly see CSI as helping progress their organisations development, and reported high levels of satisfaction. More than two-thirds (69%) of responses indicated that they would be highly likely to recommend CSI to others.

CSI's strengths are also widely seen to be tapping into the insights of other participants in projects, to strengthen planning and strategy development, and build momentum between and within organisations. These strengths are widely credited with ensuring a positive contribution to project outcomes, and enhancing progress through engagement with CSI.