

# Social Impact Report

*August 2016*





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## Alastair Bell

*Chair of the Centre for Social Impact*



**The Centre for Social Impact is into its third year of operation. We have behind us two years of building our offering, developing a new market, and designing and delivering programmes.**

It has been satisfying in the past year to see a wider range of clients start to access what the Centre for Social Impact can offer. It is well positioned to respond to an increase in the focus of philanthropic grant-makers, as well as other funders of social programmes, on achieving social impact. Increasingly, organisations that are investing in social change initiatives want to make sure that they have a good grasp of where their investment is best focused and what approaches are most likely to have impact. The Centre's work with boards and senior teams is informing and empowering that strategic intent.

The Centre is also supporting the partnerships that provide the foundation for long-term relationships between funders and the community organisations they support. These community partners operate in complex environments at the sharp end of social need. The Centre builds the capacity of these organisations, improves their delivery and makes them more sustainable.

The leadership of the Centre by Dr Alison Taylor has been a major factor in its success. My thanks to Alison and her team. Alison has been able to attract and build a network of highly skilled professionals from which to draw teams

tailored to the specific needs of each client. This network means the Centre is a channel through which clients can access some of New Zealand's leaders in the design, support and evaluation of social change programmes. In addition to this network of advisors, the Centre is collaborating with major commercial and philanthropic organisations to support its clients. These include Health Connections, KPMG, Microsoft, Philanthropy New Zealand and Vodafone. The Centre is also delivering on its thought leadership vision by providing its clients with access to leading international thinkers in the sector, such as Mark Cabaj and Kathleen Enright.

Foundation North's continued support, both as a client of the Centre and as an investor in us as a social enterprise, is appreciated, as is the wise counsel of the Foundation's Chief Executive, Jennifer Gill.

My thanks to my fellow board members. We share with Alison and her team a commitment to the growth of strategic philanthropy and the development of effective programmes for social change. The Centre for Social Impact is a practical expression of that commitment, and it is rewarding to see its own impact emerge.



**This is an exciting time in the social sector. Funders and grant-makers are increasingly willing to move from a short-term focus and the certainties of transactional funding to exploring possibilities for innovative responses to major social challenges. That is leading to a growth in investment for social impact – collaborative partnerships between investors in social change initiatives and community organisations that are leading social innovation.**

It is a privilege for us at the Centre for Social Impact to be working alongside grant-makers and funders, and their community partners, as investment for social impact grows in New Zealand.

For grant-makers and funders, it takes courage to move from the certainties of transactional funding to explore the possibilities of investment for social impact. That means a change in focus from simple issues to complex, ‘wicked’ problems, and from short-term outcomes to long-term change. When you fund innovative responses to social challenges that may have been 20 or 30 years in the making, you may see some outcomes at the community level within the three- to five-year timeline of your investment. For significant social impact to emerge, however, it may take a generation.

In the past two years we have worked with a number of boards of both organisations providing funding and community organisations with pioneering social initiatives. The boards of funding organisations are increasingly focused on addressing the big, difficult issues in our communities. They have looked to us to inform their thinking with research and help them to develop strategic approaches to grant-making.

For funders already investing for social impact, what we have seen is that transparency is at the heart of the high-trust relationships that they want with their community organisation partners. The foundations for these high-trust relationships are agreements from the outset to clear measures and indicators of change. These ensure that the expectations of all parties are realistic. The

processes of readiness assessment and the development of investment plans for social initiatives provide the foundation for long-term funding commitments.

Once a funding partnership is in place, we have seen the importance of tackling problems as they come up, as invariably they do. We’ve also learnt that you have to revisit communication constantly. People move on from governance and management positions. New issues emerge in communities that affect the implementation of initiatives. Communication helps in maintaining a shared understanding and managing expectations.

The process of innovation in the social sector is never straightforward. That means an ongoing focus is needed on organisational effectiveness and learning as the complexities of delivering social change initiatives are navigated. The Centre supports this through timely capacity development and leadership support. We also enable organisations to capture learnings that emerge so that these can progressively inform the design of projects.

What keeps everyone motivated on the journey to social impact is seeing innovation in action. Where there are no easy answers, thoughtful prototyping can lead to insights that deliver short-term wins and open up new possibilities for exploration in the medium to long term. That in turn helps engage other funders and social change leaders.

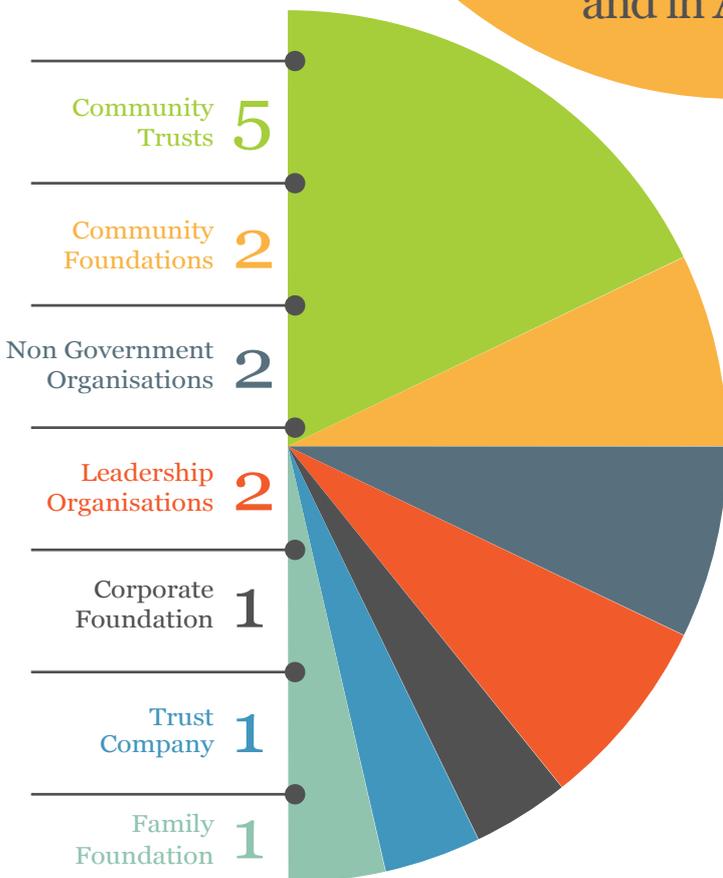
In this Social Impact Report, we profile the work we have done with BayTrust, the community trust for the Bay of Plenty, and Te Ira, a grantee of Foundation North’s ‘Catalysts for Change’ programme.

The social challenges we face in New Zealand are similar to those faced by many other similar countries. The potential for New Zealand to get it right is absolutely there for the taking. We have got huge advantages in terms of size, shared values and tightly interconnected social and professional networks. If the resources and the energy are put into the right places, we can have a positive impact. That’s why we are excited about working with organisations like BayTrust, Foundation North and Te Ira that are committed to making a difference. They are committed to achieving social impact. We’re able to help them to achieve that goal.

2014

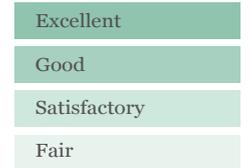
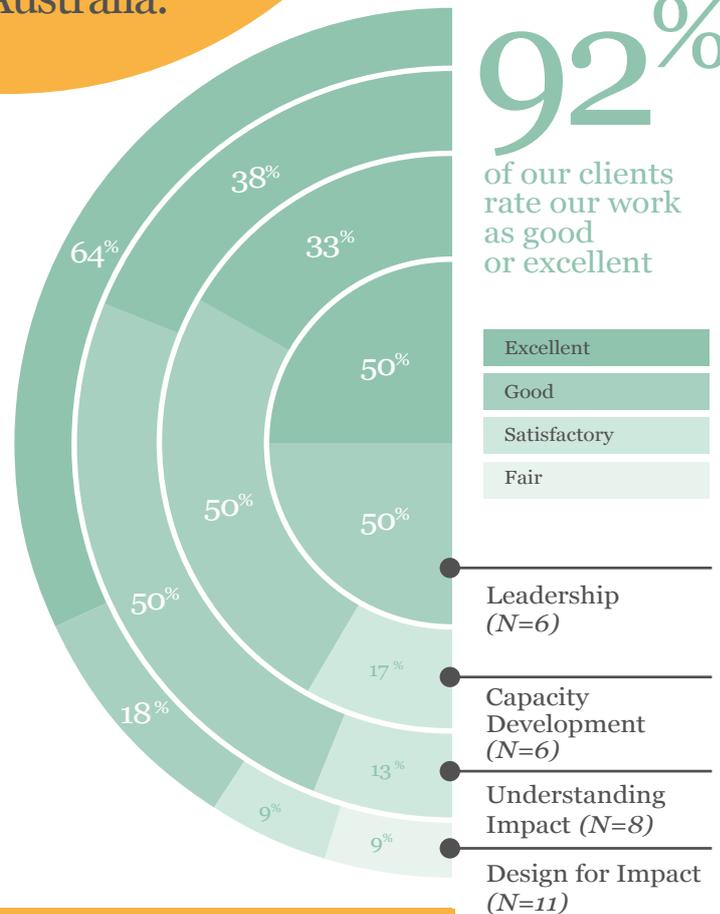
2016

We've worked with **14** client organisations on **22** projects with funders contributing over **\$60 million** to their communities working throughout New Zealand and in Australia.



**92%**

of our clients rate our work as good or excellent



### Our work is valued for:

- Supporting change and development in communities
- Supporting innovation and social entrepreneurship
- Using best practice and evidence
- Respect and collaborative practice
- Working with different cultures
- Building mutual learning

## About the Centre for Social Impact

# Purpose

In 2016 the Centre for Social Impact completed its second year of activity. Since its inception the Centre has grown in its work with philanthropic and community organisations, enabling them to respond innovatively, drive social change and have greater impact in their communities.

The Centre has forged close and productive relationships with philanthropic funders, community organisations and government agencies, and has built a diverse array of work through its network of associates and Impact Partners.

In this report we reflect on the achievements and learning in our work to bring about social impact and encourage social innovation in New Zealand communities. Our story begins in 2014, with our establishment as an initiative of Foundation North, and highlights our steady growth since then in supporting many organisations in New Zealand, as well as recent collaborations in Australia.

This year we provide case studies of two organisations with which we work: BayTrust as a philanthropic funder, and Te Ira as a new community start-up funded through Foundation North. We also take a brief look at how our work with corporate partners is developing and the impact it is having with community groups.

We draw on feedback directly from our clients during 2015 and 2016 and our own reflections of learning and development.

## Our approach

The Centre's foundations are four pou (pillars) that support its work and learning:



Improving organisational effectiveness to help organisations deliver their vision.



Enhancing the operational and strategic leadership of CEOs, teams and boards to support organisational development, innovation and resilience.



Enabling learnings from each project to be captured and the social impact to be measured.



Working with philanthropic funders, grantees, partners, and others in the community sector, to co-design and develop programmes of effective grant-making to achieve greater social impact.

Our primary impact is with the philanthropic and community organisations with which we partner, by supporting their ability to make positive change in their communities.

The Centre enables people and organisations to be creative and reflective and to co-design innovative approaches to meeting their communities' needs. We work alongside these organisations to develop evaluation and monitoring approaches to understand their impact.

As an initiative of Foundation North, we work closely with the Foundation and its grantee organisations in a way that is both closely collaborative and independent. In addition, in the past two years there has been a growing spread of investment from other philanthropic and community organisations looking to strengthen their own work and impact.



## Supporting funders and communities

# A desire for new approaches

We are seeing new leadership emerging in the philanthropic and community sectors who are keen to apply new thinking to make a difference in their communities. This is in a context of many community organisations struggling without proper funding or infrastructure and with poor data collection and little evaluation in place.

New leaders in these sectors are looking to invest in their own organisations' development so that they can bring about greater impact for their communities.

It is particularly in this space that the Centre for Social Impact is working to help philanthropic and community organisations to be the best that they can be. We bring the expertise of our network and corporate partners to chart new directions.

At the same time there is an increasing awareness that communities hold their own knowledge of and solutions to what is possible and what is needed. Our work in the sector enables these voices to be heard.

We have consistently received positive feedback about both the value of working with us and the strength of how we work with our partners. The quality of our work is consistently held in high regard, and there is a clear sense that our principles of practice are reflected in our work.

“Possibly the only organisation which understands philanthropy in New Zealand but is also very skilled and understand where we have been and where we want to go as well as understanding the philanthropic landscape in New Zealand.”

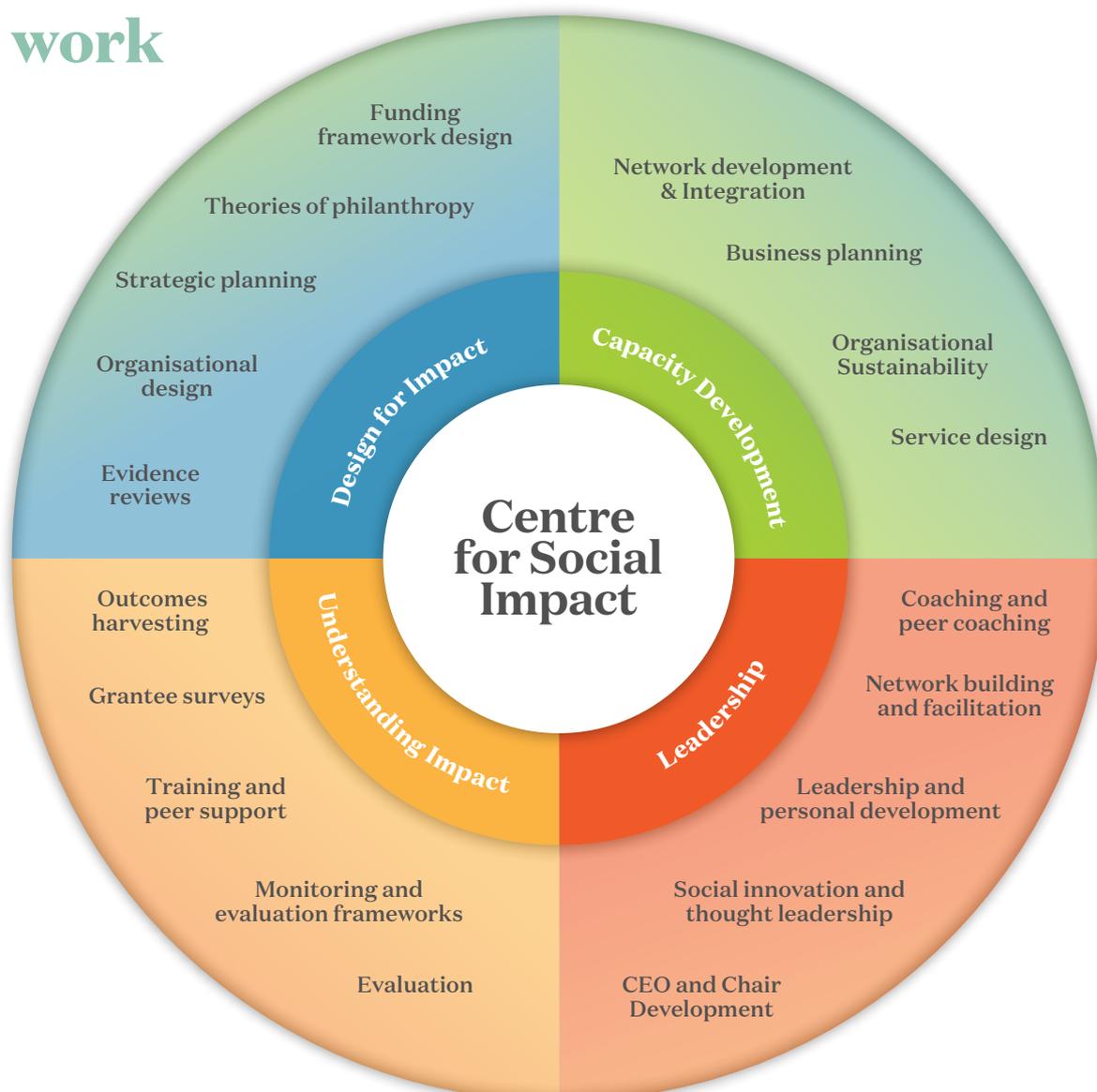
*Client survey respondent*

# Feedback on working with the Centre for Social Impact (CSI)

(maximum score 4)



## Our work



## Breadth of our work

In the past two years the Centre has worked with many organisations to strengthen their capacity for change and impact. A key focus has been on the organisations funded through Foundation North's 'Catalysts for Change' initiative, which offers multi-year funding to innovative community-based organisations as they develop their capacity to create positive, enduring change in their communities.

Grant-making organisations, such as BayTrust, Foundation North, and other funders are supported to increase the impact of their philanthropic strategies and investments.

Our work has included:

- Support in investment planning and organisational systems design
- Developing key performance indicators for organisational performance
- Research identifying effective outcomes for children and young people, and housing
- Capacity development to build organisational effectiveness and sustainability

“CSI operate at the leading edge, there is huge value in the services they provide to community sector organisations.”

*Client survey respondent*

## Depth of our offering

Increasingly, philanthropic funders and community organisations are seeking new ways of thinking to enable innovation in their practice and enhance their impact. This requires a focused reflection on the skills, strengths and key areas of development in their organisations, to in turn support changes in practice, service delivery and impact.

Grant-makers and community organisations with which we have worked see the importance of investing in their own organisations to refine knowledge and practice. They value the new ways of thinking being brought to the community sector, along with tangible tools to support sustained, improved performance.

We also see that some of the community organisations with which we work are increasingly better equipped to explain their value and offerings to corporate partners in building new models for the community sector. At the same time our corporate partners see important opportunities in these partnerships both to strengthen their community networks and activities and to offer social returns to communities.



# Leadership

## Breadth of our work

In the 'leadership' arena the Centre's work in the past year has included:

- Leadership training to women working in the philanthropic sector
- Board and CEO training in the community sector
- Governance redesign in community organisations
- Intensive leadership development with Foundation North Catalysts for Change organisations

“The opportunity to have such expertise in the facilitators that was able to feed into my personal development and also to those I work with. I have also been privileged to have learnt from others in the group.”

*Leadership programme participant*

## Depth of our offering

We have received consistent feedback on the strength that our leadership development provides to senior leaders and people in governance in the philanthropic and community sectors.

At organisational levels our partners value the tools that leadership development provides, the exploration of leadership teams' strengths and weaknesses, and improvements in accountability and insight. At a more personal level, individuals taking part in leadership programmes have reflected on the support they have received on their own leadership journeys, developing resilience as leaders and understanding better their own strengths and capabilities.

### Feedback on Board and CEO leadership training

*(average scores, maximum score 4)*





# Understanding Impact

## Breadth of our work

The Centre works intensively with many organisations to build their own capacity to evaluate and understand their own impact, and therefore to improve the work they do with their communities.

Our ‘understanding impact’ services have included:

- Regular evaluation capacity development support to Catalysts for Change organisations through facilitation and support for an internal developmental evaluator community of practice
- Evaluation training workshops
- Tools and frameworks for philanthropic funders to measure their impact in the community
- Grantee surveys for philanthropic organisations
- A mid-cycle grant-making strategy review for Foundation North

“Sharing of ideas with others – it made the whole idea of evaluation seem an easier proposition.”

*Evaluation training workshop participant*

## Depth of our offering

Too often in the community and philanthropic sectors, organisations forge ahead on the basis of intuition, without a strong evidence base to support their decisions. Our work is enabling organisations in these sectors to be better at reflecting on their work, their achievements and occasionally their failures. All of these offer opportunities for valuable learning.

For many organisations, our value is in providing tools that enable them to frame the problems they are dealing with, the changes they are seeking to make, and how they can collect data to explore their impact. Our work also supports organisations in strengthening their day-to-day monitoring systems, to support wider evaluation activity and inform innovative practice.

As part of our offering we have provided people in the community sector with evaluation training. Feedback we have received has been very positive in strengthening their knowledge of evaluation, and gaining skills and knowledge that can be used in their own work.



# Design for Impact

## Breadth of our work

The Centre's 'design for impact' services offer philanthropic and community organisations the opportunity to build on their existing strengths and bring new thinking to their approaches. Our work in this area in 2015 and 2016 has included:

- Co-design and implementation of strategic philanthropy models, funding frameworks and funding strategies with community trusts
- Supporting the co-design of a collective impact model with an alliance of community organisations
- Redesign of a national community organisation
- Working with a trust company to ensure that the ongoing impacts of a historical donor trust remain relevant to contemporary needs and opportunities
- Strategic advice to grant-makers to support effective philanthropy

“Having real support to realise our potential and grow it in a meaningful manner.”

## Depth of our offering

Our work in this area supports funders with tools and thinking to explore innovative new approaches in their work. These often draw on fundamental questions around an organisation's understanding of key issues and potential solutions, central drivers and organisational DNA, and intended outcomes, to tease out the intended impact and approaches. These lead on to deeper conversations about what is required for these to be fulfilled.

In many respects the Centre provides knowledge and support to people in the philanthropic and community sectors to help navigate risk and uncertainty. We provide a foundation of capability and design support for organisations that want to innovate.

# Two years in: Impact of the Centre



Shifting 'business as usual' to innovation, agility, enterprise and growth	Investing in the capacity of senior leaders to navigate uncertainty	Building evaluation capacity within organisations	Building more strategic impact-oriented funding models
Supporting robust organisational finances and systems, to enable growth and development	Strengthening governance and oversight to deliver on organisations' missions	Supporting enhanced monitoring and providing practical tools to support evaluation	Inspiring new ways of thinking about the community and philanthropic sectors
Growing capacity to show value to corporate and other support partners	Strengthening self-awareness and resilience in leadership	Strengthening evidence base for strategic philanthropy	Bringing together philanthropic, community, government and corporate perspectives

*Case study*

# BayTrust





*Terri Eggleton - Senior Policy & Community Investment Advisor BayTrust*

BayTrust is the community trust that serves the communities of the Bay of Plenty. As a significant investor in the region's community sector, BayTrust has commissioned the Centre for Social Impact to undertake several projects to support the Trust's objective of achieving greater impact from its grant-making. Like many grant-makers, BayTrust is moving to evidence-informed grant-making practice. This provides the foundation for the design of funding frameworks and policies that have potential to increase social impact.

**Work completed by the Centre for Social Impact for BayTrust includes:**

- A major research project into how best to support Bay of Plenty children in the first 1000 days of their lives, and how to engage youth in the region
- Facilitation to support the evolution of Bay Trust's strategic approach to grant-making
- Evaluation capability assessment for Strategic Fund applicants
- A high level strategic advisory paper for Bay Trust, and other major philanthropic funders in the region, on how they can best make a meaningful difference to sustainable housing in the Bay of Plenty.

**We asked Alastair Rhodes, BayTrust Chief Executive, and Terri Eggleton, Senior Policy and Community Investment Advisor, for some reflections on the work they have done with the Centre for Social Impact.**

**Alastair:** Many organisations, especially in the not-for-profit sector, have a habit of doing the same things year after year. BayTrust recognised that we needed to break that cycle, because our communities' needs are changing and they're changing rapidly. So for us to really support the community going forward, we needed to be a lot more strategic and a lot more embracing of change.

**Terri:** I think, like many funders, in the past we'd had the 'postie approach' to grant-making. The applications would come in and we would respond to those. There were outcomes listed in areas around active communities, healthy communities but what they really meant hadn't been defined. There wasn't really any clear strategy about the overall outcomes or changes we desired.

We'd had a go at the grant-making policy several years earlier but we hadn't made much progress. It was clear that we really needed to take a step back first and decide what it really was that we wanted to achieve. So we engaged CSI to help us do that.

**Alastair:** The journey we went on with the trustees started with the recognition that there wasn't a burning platform saying 'we need to fundamentally change everything we do', but if you look out there in the community there are some really complex issues. And actually if you look at best practice in terms of how we can address some of those issues, that does mean we have to look at ourselves and potentially change as well.

CSI was like our strategic partner where we could go and share, bounce ideas around, test and challenge our thinking. I think that's the real value that they can add. Terri and I do a lot of the work around a particular issue, then we'll have a workshop with CSI for a day to really test our thinking. Then if we need to do a deep dive into the issue again, we'll leverage off CSI to help us with that.

**Terri:** The advantage of working with CSI is that because of the background and where they come from, they understand our framework and working with communities, and that we're not the only funder in the community. So we didn't have to educate them about what we were and who we were because they understood that.

“CSI was like our strategic partner where we could go and share, bounce ideas around, test and challenge our thinking. I think that's the real value that they can add.”

*Alastair Rhodes - Chief Executive BayTrust*

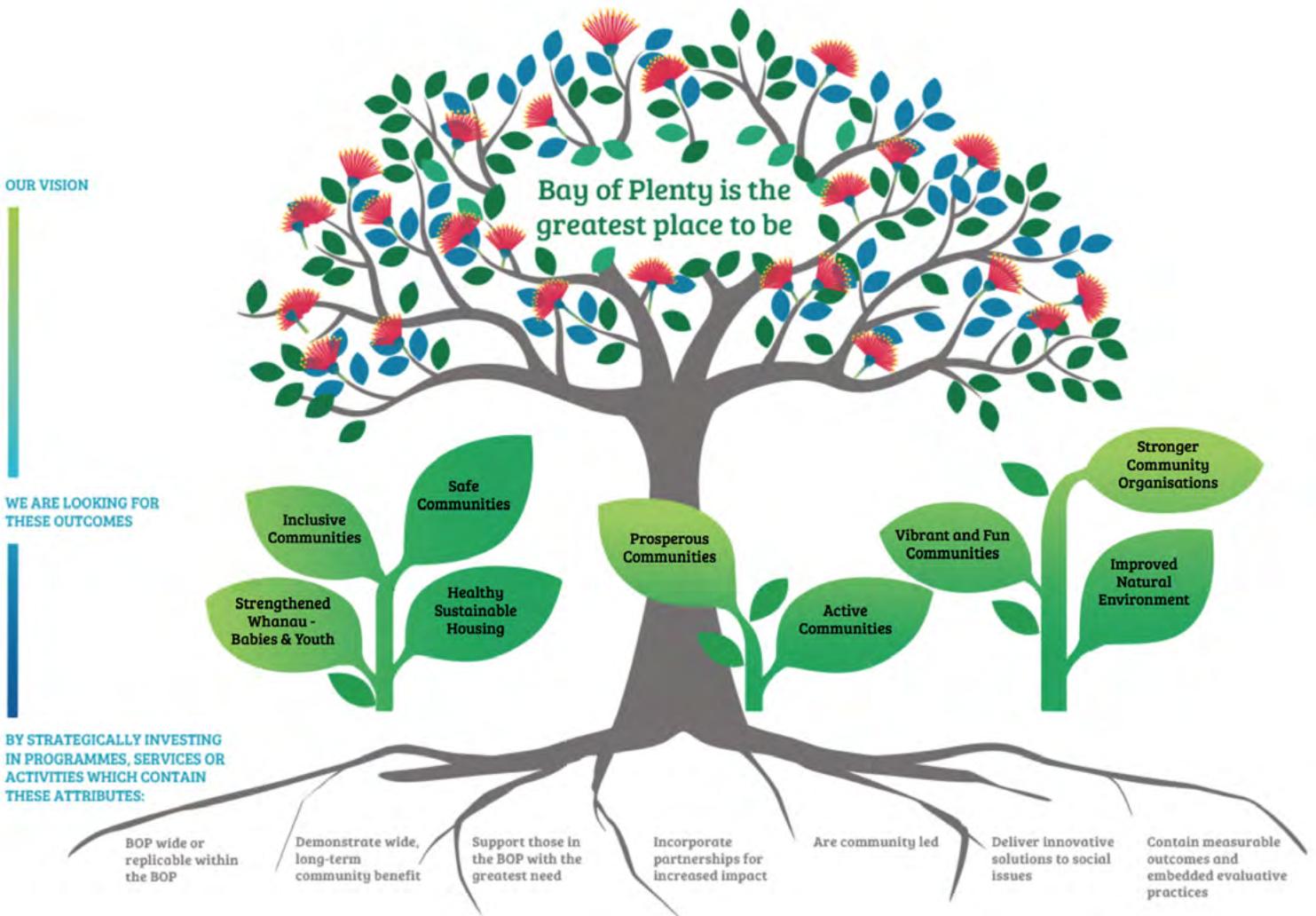
One outcome of BayTrust’s work has been the development of a tiered approach to grant-making that includes a tier specifically focused on supporting innovative responses to regional social issues.

**Alastair:** We introduced the tiers three or four months ago. We’re saying to the community that we’re not going to tell you what to apply for but we’re going to give you these options. If you want a short, simple process, we’re going to have a short, simple, quick turnaround process for under \$15,000. Then what we’ve got is called a community impact process, which is between \$15,000 and \$100,000. And then we have our strategic fund, which is the one where we’re really looking to make a meaningful difference, to support new thinking.

For our strategic fund, we’re open to expressions of interest from anyone; at the expression of interest phase you don’t need to be a registered charity or anything like that at all. It allows people to be a lot more creative. We know that we’ve got some really complex issues, so it is going to be new, innovative solutions, different thinking, groups working together, that’s what is going to make the big difference.

“We know that we’ve got some really complex issues, so it is going to be new, innovative solutions, different thinking, groups working together, that’s what is going to make the big difference.”

*Alastair Rhodes - Chief Executive BayTrust*



One of the strategic priorities identified by BayTrust is Strengthen Whānau. This has two primary focuses: the first 1000 days of a child's life; and youth engagement in the community. BayTrust, in partnership with the Ministry of Social Development and the Community Response Forum, commissioned the Centre for Social Impact to undertake an expert review of national and international research. The review was to inform the development of strategic planning and guide future investment into initiatives that are most likely to improve the outcomes for the Bay of Plenty's most disadvantaged children and young people. This desk research was supported by a survey of providers and a community consultation process.

**Terri:** The community consultation was really amazing. There is a saying in community engagement, 'do nothing about me without me'. I felt there was an absolute necessity that we consult with the Bay of Plenty community about what they saw were the issues, what they saw were the answers, what their strengths were, and what they felt was a pathway forward for them.

We had an amazing facilitator through CSI who just had a really great ability to draw from the people we consulted what was there at a higher level. One of the key things that came out of this was that, everywhere we went, people were saying, 'We need to collaborate better in order to service our clientele better'. It was a totally different response from what I expected, because normally when you do consultation with applicants, groups say, 'You need to give us more money and we'll be able to do more'. But that never, ever came up.

At the end of the consultation, CSI did what they call a 'sense-making' hui in Rotorua. We had BayTrust trustees and representatives from the Ministry of Social Development and the Community Response Forum. We went through the research and asked, 'What now? What do we need to take from here to actually make a difference?' When we looked at the numbers of children and youth in the Bay of Plenty where we needed to make a difference, we thought, 'This is doable'.

Some very clear, high-level recommendations came out of that research about you've got to work together. 'You've got to build the community. You've got to do evaluations.'

Now we have a funding gateway for the first 1000 days and youth engagement applications from communities, and we have a good group of funders working together, including the Department of Internal Affairs, the Ministry of Social Development, BayTrust, the Rotorua Energy Charitable Trust and the Tauranga Energy Consumer Trust.

And we keep coming back to that research, saying, 'What did the research say? Is this the best way to do this?'

“We keep coming back to that research, saying, ‘What did the research say? Is this the best way to do this?’”

*Terri Eggleton - Senior Policy & Community Investment Advisor BayTrust*

**[Click here to view - Investing For Social Impact in the Bay of Plenty](#)**

“Individually our funding is really small but if we can put it together and work together that’s going to create a lot more economies of scale and a lot more benefits into the region.”

**The most recent commission for the Centre for Social Impact from BayTrust is for support on understanding regional housing issues and identifying where philanthropic funding can make a difference. To address this kaupapa, BayTrust is able to draw on the relationships it has developed with other funders in the region and take a collaborative approach to providing a regional response to the issue.**

**Terri:** Tauranga is the second Auckland. We’ve got a growing homeless population and a real housing affordability problem, and that is another focus for us for collaboration with other funders – the Acorn Foundation, the Rotorua Energy Charitable Trust, the Tauranga Energy Consumer Trust and the Eastern Bay Energy Trust. It’s been a question of how best philanthropy can serve that sector. We’ve all been doing bits and pieces in this sector, but now we’ve decided to work together to do a really good piece about what are the issues and identify where the potential gaps are that philanthropic funding can address.

**Alastair:** Collaboration with other funders is working well. I was very surprised when I came into this role that we didn’t already have very strong relationships with the other funders. We’re not competing, we’ve got exactly the same goals and ambitions. So now we’re all coming together to share learnings, ideas, opportunities and challenges. We realise that where there are big, complex issues, individually our funding is really small but if we can put it together and work together that’s going to create a lot more economies of scale and a lot more benefits into the region.

The Centre for Social Impact has now completed the report on housing. We look forward to seeing the impact of this collaboration for BayTrust and the communities of the Bay of Plenty.



*Alastair Rhodes - Chief Executive BayTrust*

“There is a saying in community engagement, ‘do nothing about me without me’. I felt there was an absolute necessity that we consult with the Bay of Plenty community.”

*Terri Eggleton - Senior Policy & Community Investment Advisor BayTrust*

*Case study*

# Te Ira

*Not one more generation will  
enter the pipeline of disadvantage*





Foundation North's Catalysts for Change funding programme seeks to fund and support community organisations taking innovative approaches to identified social issues. This unique funding targets a small number of organisations that are ready and willing to work in a highly engaged partnership with the Foundation for a number of years to create significant positive change in relation to these issues.

**The Foundation funds the Centre for Social Impact to provide intensive capacity development support to these organisations, to enable them to deliver and achieve social impact.**

The Centre's involvement with potential Catalysts for Change grantees starts with a readiness assessment of shortlisted organisations. Organisations assessed as having the ability to take part in the Catalysts for Change programme then move to investment planning. Through a series of workshops and one-on-one mentoring, Foundation North staff and the Centre for Social Impact team support each organisation to develop a full investment plan for the term of a grant, which can be for up to five years.

In 2015 Te Ira was one of the organisations selected for investment planning. This new entity, a collaboration between PARS (People at Risk Solutions) and Turuki Health Care, is designed to support whānau/families to break cycles of disadvantage.



*Te Puea Winiata - Chief Executive of Turuki Health Care (right), and Robyn Atkinson*

**Following the investment planning process, Te Ira was awarded a multi-year grant for five years.**

**We asked Tui Ah Loo, Chief Executive of PARS, Te Puea Winiata, Chief Executive of Turuki Health Care and Dain Guttenbeil, the Centre's Capacity Development lead, for their reflections on the investment planning process.**

**Tui:** The need we are trying to address is basically to stop the pipeline of disadvantage for children. Children in particular of mauhere, of prisoners. We are trying to stem that pipeline of disadvantage and turn it into a pipeline of advantage. Around 20,000 children at any one time have an incarcerated parent. Those 20,000 children are nine times more likely to become prisoners themselves. And if they have traversed the Child, Youth and Family pipeline they are 17 times more at risk of becoming prisoners themselves. So the statistics are really bleak considering that Māori are a youthful population; our leaders of the future are in crisis.

**Te Puea:** Te Ira came out of discussions and sharing between Tui and me about the needs of our whānau, in particular those who have been affected by the Ministry of Justice and the Department of Corrections. We started to think about creating a new entity that would free us up from having to work in a siloed way.

**Tui:** Our original thinking was that if we didn't come up with a wicked solution to a wicked problem, we wouldn't have leaders of the future. Our call to action was 'not one more generation will enter the pipeline of disadvantage' because we are just seeing too many generations in prison at any one time. I think when you bring two experienced providers together, like Turuki and PARS, who are dealing with the same client group, and we're saying, 'What is wrong? Something is not working', we need to come up with a different solution. Our solution was to focus on the children and youth of released prisoners, because the statistics are saying they are the next generation to enter the pipeline.

“Around 20,000 children at any one time have an incarcerated parent. Those 20,000 children are nine times more likely to become prisoners themselves.”

*Tui Ah Loo - Chief Executive of PARS*

“The process helped sharpen the vision. Te Puea and I are extremely visionary people, but the process challenged us and tested us and made us question, is this really catalytic?”

**Dain:** Te Ira came to investment planning with the concept that more needs to be done that is holistic and Māori driven to turn the tap off of our people going into imprisonment. The Centre’s role was to be a critical friend. So first it was about establishing a good relationship, and absolutely I put my hand on my heart saying how much I learnt during that process. That it was not a one-way thing, it was a partnership thinking about the problems of who they were trying to help.

**Te Puea:** The process gave us the space and time to come back to kaupapa, come back to the concepts, come back to the enablers that were going to be important in terms of our values, and contextualise that in Te Ao Māori, so that was good.

**Dain:** We put a lot of effort into actually exploring the problem before exploring the solution. Tui and Te Puea did a lot of challenging of themselves and that was the beauty of Te Ira. You had two amazing women CEOs of very impactful organisations very open to being challenged.

**Te Puea:** There were certain times of tension, but on a number of occasions it was that tension that enabled us to reflect and challenge ourselves and our direction. We did appreciate the fact that everybody wanted us to succeed. As much as it was important to succeed, it was important for them for us to succeed.

**Dain:** The question always does need to go back to ‘what are the needs of the Foundation North trustees to make a decision?’ This is the biggest philanthropic funding available in Australasia, so in that it’s about understanding the due diligence needs of the funders. What do they need to know? The investment plan process needs to give them the confidence that all the i’s are dotted, the t’s are crossed for what they need to

make a decision – and that the flexibility is there and that the systems and processes are in place that allow the organisations to be as fluid as they need to be to be truly catalytic.

**Tui:** The process helped sharpen the vision. Te Puea and I are extremely visionary people, but the process challenged us and tested us and made us question, is this really catalytic? It didn’t change the vision in any way, shape or form. Foundation North and the Centre for Social Impact just helped us to sharpen the pouwhenua, the stake in the ground.

**Dain:** We had a session with both of their boards, the Turuki Health Care board and the PARS board, and saw how open the boards were to considering things differently and challenging themselves and challenging each other. That was surprising and it obviously goes back to they had a lot of those elements already within them, in the characteristics of the two CEOs, they had the traits to think in a catalytic way. So it was having a mindset that they could challenge themselves, and not take offence at being challenged.

**Te Puea:** One of the benefits of the workshop sessions that we attended was we had the chance to stand outside ourselves and to be exposed to such an amazing array of speakers and mentors. There was also what we took and learnt from the other applicants. Not all of them made it through, but nevertheless there was a group of people who were doing amazingly, wonderfully interesting things. Even those who were not successful at the end stage, they were still included, like when Mark Cabaj came. That was really lovely that CSI and Foundation North kept them on board and kept feeding them with ideas and opportunities to keep going.



**Dain:** Te Ira has been a great example of learning both ways. We're there to question, but what they come up with is always theirs. There's not even one word in the investment plan that belongs to the Centre.

**Tui:** Words can't describe what an exhilarating experience it was to actually reach the finish line and Foundation North gave us the funding, which is a significant amount, to basically stop another generation entering that pipeline. At the celebration with Jennifer Gill, the CEO of Foundation North, I likened it to becoming pregnant and experiencing all the pain and joy of being pregnant, and then getting to the last stage of actually pushing the child out, and you just want the child out because you've been poked and prodded by so many specialists, but those specialists - their blood was worth bottling. I think of Dave Booth [CSI Associate], I have learnt so much from that man. All the support from people like Fiona Cram [CSI Understanding Impact - Catalyst], she fed me. We were being fed at so many different levels. When you are in the not-for-profit sector and you are head down, just grinding through the work, to have the Centre for Social Impact feed you with new knowledge and new learning and challenge your thinking, but doing it in a really constructive, safe way, just being a part of that new learning, I just thrived on it.

**Te Puea:** We have appreciated the relationships that they've brought into our work that we wouldn't have been able to bring on our own; the different streams and programmes that are available for Te Ira to access is amazing.

**Tui:** The investment planning process is not for the fainthearted. It requires a lot from you, more than I've ever given in a lifetime, but the rewards are endless. Not only in terms of experiences, in terms of networking. The richness in the relationships, the richness in the support from Foundation North, it is an experience I will never forget.

If you are able to be a part of the Catalysts for Change experience, you are really privileged.

Te Ira has now employed its first two staff and is getting ready to launch its services. A simplified investment planning process is now being used for the 2016 Catalysts for Change investment planning that meets the needs of the Foundation North trustees while reducing the amount of applicant time required for the process.

*Case study*

# **Business for good**

*- partners with the community*





The Centre for Social Impact's partnerships with Vodafone, KPMG and Microsoft provide a unique resource to the community organisations with which we work. The intention we share with our 'business for good' partners is to unlock their capacities and resources for application to community organisations and social initiatives.

**These partners work with individual leaders of change initiatives and a range of community organisations through the Centre, providing support from governance through to guidance on technical issues, as well as workshops of general interest to the community sector.**



“Our involvement with the Centre for Social Impact’s social innovators helps our people develop strategic intelligence tools that can be used across both small to medium businesses and the not-for-profit sector,”

*Justine Todd - KPMG Corporate Social Responsibility Manager*

Microsoft, for example, has introduced the Agile methodologies, Scrum and Kanban, to our Catalysts for Change clients. Microsoft uses an Agile approach for product development, and in discussion with the Centre saw its potential as a new business thinking tool for our sector. The impact of the workshop Microsoft ran for the CEOs of the community organisations with which we work was that these CEOs and their teams were empowered with additional tools to use to think about how they can do things differently. KPMG has introduced our Catalyst for Change cohort to its concepts on strategy for impact. Vodafone provides information about brand development and orientating a brand for different markets.

For our ‘business for good’ partners, their involvement with the Centre for Social Impact also brings benefits back into their own organisations. KPMG, for example, is looking at further developing its strategic intelligence offerings. “Our involvement with the Centre for Social Impact’s social innovators helps our people develop strategic intelligence tools that can be used across both small to medium businesses and the not-for-profit sector,” says Justine Todd, KPMG Corporate Social Responsibility Manager.

*Looking back*

# What we've learned as a Centre



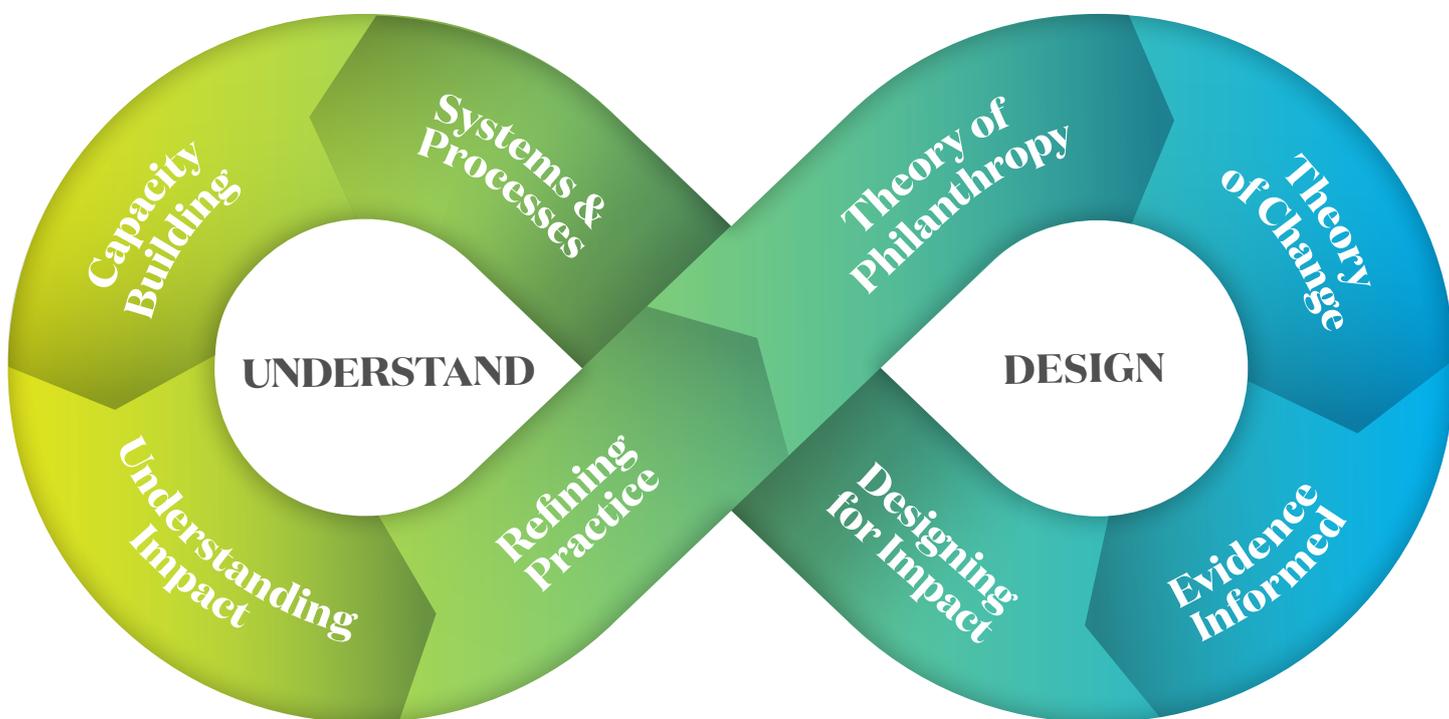
# The social impact journey

As grant-makers go on a journey of exploration of their current and future models of grant-making, they can look back at what their practice is and has been, to look forward at how they want to evolve it. This still retains their core purpose and intent, alongside new strategies for future grant-making.

Working with grant-makers, we undertake 'deeper dives' into areas of interest where they seek guidance on evidence-informed practice. This leads to designing funding frameworks and policies that have the potential to increase impact and that may require new or updated systems. In turn, this may result in grant-makers developing their own internal capacity and capabilities, as well as supporting those of grantees.

In shaping their future strategies and priorities, they become clear about the sorts of outcome and impact they hope to achieve with their grants. This begins a journey of learning as they test new approaches and explore impact through a process of constant testing, review and refinement.

## THE SOCIAL IMPACT JOURNEY





## High-trust relationships

**Our work is based on high-trust relationships. These relationships are where organisations (both funders and grantees) have a high degree of flexibility to make decisions, and where the Centre is an active support partner.**

These allow us the privilege of being part of the process of fostering innovation, particularly in impactful philanthropy. In these situations not all activities will succeed, and we need to help our partners to navigate these challenges and learn from them. As a sector we need to become comfortable with uncertainty and be prepared to build high-trust relationships with communities, grantees and potentially other funders with which we may want to partner.

High-trust relationships also require robust conversations to challenge entrenched models and to navigate a difficult path between detailed planning and agile responses to opportunities. Investing in communities to find solutions is an important model for effective philanthropy.

## Building a centre of excellence

**At two years, it's exciting for us to be looking back at the growth, development and learning of the Centre. We are proud of our origins within Foundation North, and excited at the opportunities to build outwardly from these strong foundations to work across the philanthropic and community sectors.**

Two years is a short period of time, and our aspiration to be a Centre of Excellence is showing promising signs. To date we have succeeded in bridging philanthropy, grantees and communities to lift capacity and outcomes through:

- Fostering shared learning between and within organisations
- Providing guidance on best practice and emerging practice
- Building capacity in evaluation and monitoring
- Strengthening leadership and governance

The growing demand for our services reflects the support we can offer at different stages of the journey towards greater social impact, for philanthropic grant-makers, community organisations and others.

Our network partners bring their skills and real-world experience to make a difference to organisations that are similarly committed to making a difference. We will be looking to grow this network further, including growing our Māori and Pacific networks, and exploring how we can best meet the needs of regions around New Zealand.

# The journey ahead

As we develop further as a Centre, we will be looking to help shape a national conversation on effective philanthropy and greater social impact. In so doing we will be looking to shift from working with single organisations in development and transformation to being part of a national conversation on social innovation and social impact.

To date the Centre has worked with organisations individually to scale their impact to greater levels. We would welcome the opportunity to be part of a conversation about the broader environment of the community sector and how that can be similarly scaled to build a thriving sector.

Government has indicated an interest in partnering with philanthropy, and philanthropy is interested in seeing where it can complement government. The philanthropic sector can advise and influence government as we pioneer new directions to address major issues. This is not to replace or supplant the role of government, but for philanthropy to share what it is learning and develop new partnerships with the government sector.

Impactful philanthropy, which we are increasingly supporting in our work, is evolving in a way that supports greater social impact. This shift towards impactful philanthropy models also demands a shift away from the certainty of traditional transactional funding models, and an openness to the challenge of some uncertainty and the excitement of new possibility.

Looking ahead, there are clear opportunities for more collaborative funding that creates new learning, new approaches and wider reach. We look forward to playing a role in enabling this conversation.



# Kia ora

*Thank you*

