



CENTRE
for **SOCIAL**
IMPACT

*A Foundation North
Initiative*

Enabling Social Impact for Aotearoa

Who we are

The Centre for Social Impact (CSI) helps grantmakers and funders invest for impact and enables their community partners to turn that investment into inspiring and sustainable social change.

Foundation North established the Centre for Social Impact 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 grantors and funders as well as grantees provides the Centre with unique insight into the challenges of designing and implementing social impact initiatives that work.

Who we help

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 the communities in greatest need.

CSI Influence and Contribution



Philanthropic Funder

- Strengthen leadership
- Develop trustee/organisation vision
- Build new strategies/frameworks
- Improve grant-making processes
- Foster impact investment

Grantees

- Build organisational capacity
- Collaborative strategies/planning
- Strengthen governance support evaluation activity
- Connect with network partners

What we do

We address major societal problems such as climate change, systemic issues across the housing and youth development sectors and the changing nature of communities to assess what social impact looks like in the Aotearoa New Zealand context.

We also provide services to strengthen the fabric and infrastructure that enables organisational effectiveness, such as our capability building in governance for grantmakers and grantees.

We achieve this through a rich and **culturally relevant** understanding of our country, its diverse people and its social, cultural and economic context. This is informed by **accessible data** that aligns with the shared goals of funders and community partners.

How we work

Our team and the Centre's network of specialist associates and partner organisations offers grant-makers and funders, and community organisations, a unique resource for collaboration, learning, and thought leadership for social change. Our team's understanding of national and international practice for social impact is supported by practical insights and knowledge gained from working with a range of clients to help them achieve their social impact goals.

“CSI assisted Sport NZ to develop a funding framework applicable to our Covid 19 recovery work as well as our wider funding role, sharing different approaches to funds management and international benchmarking relevant to a fast-changing economic and social environment. This work was well received by our senior leadership team and board, demonstrating the value of bringing CSI's expertise to our organisation”.

Barbara Grieve, Strategy, Planning & Performance Manager, Sport New Zealand

Our functional expertise

Our expertise is framed around five pou (pillars) that provide the framework through which we support the development of strategic investment into impact initiatives, and the quality delivery of those initiatives; alongside capability building for community organisations.



Our specialist knowledge

In addition to our functional expertise, CSI 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.

The value we deliver



Vodafone New Zealand Foundation – Thriving Rangatahi

The Vodafone New Zealand Foundation vision is to see all young people in Aotearoa living lives they value and has an ambitious ten-year goal; to transform the lives of 210,000 children and young people who fall into high risk categories.

VNZF commissioned the Thriving Rangatahi literature review from CSI to help them understand the strategic levers of change with the greatest potential to enhance protective factors and address risk factors for young New Zealanders. The review will inform the development of a Thriving Rangatahi tool that can be used to track and measure change over time.

The Thriving Rangatahi model will include a Population Explorer tool and other resources which will be shared with the Philanthropic and youth sector.

“Partnering with CSI on the Thriving Rangatahi project has been both challenging and productive. Through their research expertise, strategic thinking and knowledge in working for and with communities, the CSI team have helped us examine our assumptions, adapt our ideas and bring a big idea to life, for the benefit of our Rangatahi”.

Lani Evans, Head of Foundation & Sustainability, Vodafone NZ Foundation



JR McKenzie – Funding Advocacy for Impact

J R McKenzie Trust (JRMT) is one of the very few funders in Aotearoa New Zealand that explicitly funds advocacy. They commissioned a report that explored philanthropic funding of advocacy in New Zealand in order to gain greater knowledge and insight around an important funding area to inform their ten year strategy review. Based on this information and their own experiences to date, JRMT was encouraged to grow its advocacy funding; to experiment, be bolder and to show national leadership in this space.

“The Centre’s work with us on the Advocacy piece was done with wisdom, care and diligence - with an outstanding product that really clarified a number of issues for us. The products generated along the way have not only helped with the strategy but also been of use to the wider sector.”

Robyn Scott, Chief Executive, JR McKenzie Trust



Foundation North - Understanding the Landscape of Auckland & Northland

Foundation North’s vision, as the community trust for Auckland and Northland, is ‘to enhance the lives of people in our region’.

A literature review conducted by the Centre for Social Impact (CSI) provided the solid evidence base that supported the development of Foundation North’s 2018 Strategic Plan. The plan is a 15-year road map that will guide the investment of grants likely to total around half a billion dollars through to 2033. The Centre for Social Impact also helped develop the research reports that helped the Foundation identify the greatest opportunities to make a difference for communities experiencing rapid and complex demographic and social change in Auckland and Northland.

An overview of the regions: [Understanding the Landscape of Auckland & Northland: An Evidence Review](#) was complemented by two more in-depth reports; [Investing for Impact in South Auckland and Northland](#), and [Effective Philanthropic Support for Diverse Communities](#).

The data mapping and analysis that CSI provided has enabled Foundation North to refine their strategic focus to four areas that will achieve their vision of enhancing lives in Northland and Auckland:

Hāpai te oritetanga | Increased Equity
Whakauru mai | Social Inclusion

Whakahou taiao | Regenerative Environment
Hāpori awhina | Community Support



Tai Tokerau Community Housing Trust (TTCHT) - Strategic Framework for Housing

The Centre for Social Impact was commissioned by Foundation North to work with Tai Tokerau Emergency Housing as part of a package of support to address financial pressures that had seen another emergency housing provider in Whangarei close.

CSI worked with TTCHT to identify their strategic intent and to facilitate stakeholder engagement across the region to craft a shared set of goals and measures that would serve the needs of Northland. This dialogue and the insights it generated highlighted opportunities to integrate services and support each person and family on a pathway to access longer term housing solutions.

The CSI support included working with TTCHT to evaluate their impact on providing emergency social housing in Northland and positioned TTCHT to take up a pivotal relationship with the Ministry of Social Development and other agencies. TTCHT continues to offer its integrated range of services as Whangarei's specialist emergency housing provider.



A Community of Practice

Community organisations make a difference to New Zealanders in many ways, from providing services to vulnerable families and whānau, to youth, and to the elderly. Community governance capacity, capability and practices are long-standing issues of shared interest across communities, the community sector, local and central government and philanthropy.

In 2019, Rātā Foundation and the Centre for Social Impact identified the opportunity to bring together a group of cross-sector stakeholders for a national conversation to explore the issues, share emerging initiatives and opportunities, and identify possibilities for collaboration. These discussions and the insights they generated produced a report, in association with the Superdiversity Institute, [What is the future for NGO governance?](#), that highlights the needs and opportunities for the community sector.

Since then several capability building workshops have been held for trustees and Chairs of both funding and grantee organisations at different stages of their governance career. Participants most valued how the training brought together people in governance roles from a variety of community trusts to network and develop their skills through shared learning.

“Thank you for making such an effort to ensure the governance capability workshop was responsive to our needs (current and future) and captured our questions, preoccupations and expectations. Your expertise, insight and wide experience contributed enormously to the value of the session.”

Vicky McLennan, Deputy Chair, Trust Waikato, (Workshop Participant)

Growing good together

Funders, grantmakers and community partners get the opportunity to access and contribute to shared learning and knowledge of impact investment in Aotearoa through our centre of learning, [Te Pūaha o te Ako](#).

Insights and learnings are captured by the Centre and its clients so that successful social change initiatives can be replicated and integrated into mainstream policy and practice. Te Pūaha o te Ako is a vehicle to enable accelerated knowledge mobilisation by sharing information, in-sights and learnings in a way that amplifies the initial investment and effort by helping other funders and community partners.

I orea te tuatara
ka patu ki waho

A problem is solved by continuing to find solutions

Get in touch

We would welcome the opportunity to share some examples of our work impacting positive social impact and the value we have provided our clients and discuss how we can work with you.

Telephone: [\(09\) 360 0291](tel:093600291)

Freephone: [0800 272 878](tel:0800272878)

centreforsocialimpact.org.nz



Allendale House

[*50 Ponsonby Road*](#)
[*Auckland*](#)

PO Box 68-048

Victoria St West
Auckland 1142
New Zealand