

Social Impact Report

August 2015





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Alastair Bell

Chair of the Centre for Social Impact



The Centre for Social Impact is a significant commitment to social innovation. Our communities in Auckland and Northland, and nationally, experience the same deep seated social challenges that concern philanthropists and community leaders internationally. Where there are no easy answers, the philanthropic sector can play a leading role in funding different approaches that might improve social outcomes.

The old model of providing funding to social innovators and then standing back to see what can be achieved has been gradually replaced with a more active partnership approach. This draws on learnings from the venture capital field, where investment of funds is matched by investment of expertise to help organisations grow sustainably.

That is the model that Foundation North considered when it decided to set up the Centre for Social Impact. The Foundation selects social innovation programmes to invest in, and then contracts the Centre to help the Foundation's grantees to develop and deliver. It's a model that creates clear demarcation lines between the roles of funder, the organisation charged with developing capacity, and the community partner being funded.

It allows for clear milestones to be set, and brings a strong performance focus to the delivery of social outcomes.

Over the last year we have seen what a difference this approach can make. The Foundation commits multi-year funding to its community partners. The Centre works alongside these partners to build their capacity to deliver and position them for the future.

The community partners are free to concentrate on their programmes rather than having to constantly look for additional funding, and are supported to deliver for their communities. The benefits of that are starting to emerge as community organisations grow in confidence and competence.

While it has been pleasing to see the Centre deliver for Foundation North, I am also pleased to see that other funders and community organisations are starting to draw on the Centre's expertise. Organisations such as BayTrust and The Canterbury Community Trust are both clients and colleagues, organisations that share a strategic commitment to excellence in philanthropy.

That commitment is also evident in the Centre's team of associates and Impact Partners, in the relationships we have across the philanthropic and community sector, and the international networks of expertise to which the Centre is connected. The Centre is part of a dynamic national and international conversation about how to make a difference for high needs communities.

My thanks to my fellow board members, Alison Taylor as Head of the Centre, the other staff and associates of the Centre, Foundation North chair Ken Whitney and our fellow trustees, and Foundation North CEO Jennifer Gill. You have brought to the establishment of the Centre considerable wisdom and expertise. That has allowed us to deliver on the Foundation vision, and positioned us to grow as a resource for both the Foundation and the all the philanthropic, community, corporate and government investors in the development of New Zealand's communities.

Jennifer Gill

Chief Executive – Foundation North



Support for innovative responses to complex social issues is an increasing focus of philanthropic trusts around the world. High-engagement grant-making brings funders and change-makers in the community together to explore possible solutions to issues such as homelessness, youth crime, poverty, and family violence.

Foundation North has been actively engaged in high-engagement grant-making since 2006. We have made significant multi-year funding agreements with community organisations to look at new directions in areas such as raising Māori and Pacific education outcomes. In addition to providing funding, we also provided support to organisations to improve their capacity in areas such as governance, leadership, programme design, and evaluation.

The combination of funding and operational support proved a winner. That is why in 2014, Foundation North decided to set up the Centre for Social Impact. This wholly owned charitable company supports the Foundation's high-engagement Catalysts for Change partners. It also works with other funders who want to invest in engaged philanthropy, and community organisations that want to be able to get maximum social impact from their programmes.

It has been exciting over the last year to see the Centre for Social Impact develop. The Centre has drawn together a team of associates and organisational partners with a unique range of skills and experience, and an empathy for the individuals and teams in community organisations working to bring about change and create social impact. Foundation North is seeing the results achieved by the Centre as we watch our Catalysts for Change partners grow in strength and confidence.

I've also been delighted to see other funders and community organisations draw on the Centre for support for their own work. This is in line with Foundation North's vision for the Centre as a resource to the philanthropic sector in New Zealand.

On behalf of Foundation North, I'd like to extend my congratulations to the Centre for Social Impact Board, to Alison Taylor as Head of the Centre, and to her associates. It's been a year in which you have demonstrated the difference the Centre can make for funders and community organisations, and started to develop a strong network of relationships across the philanthropic sector.

I look forward to another year of achievement.

Alison Taylor

Head of the Centre for Social Impact



As I look back at our first year of operation, I want to start by acknowledging Foundation North as our founding organisation and major client. The Foundation's vision was to create a centre of excellence to support philanthropic investment for social impact.

The aim was to provide specialised support to help community organisations deliver on their vision, capture their learning, and position themselves to scale up and become sustainable. Our role is to deliver this support, both for the Foundation's major community investments and to the other investors in social change programmes.

To deliver on the Foundation's vision, the Centre has drawn together a strong network of associates and partners with a wealth of experience, experts in such areas as leadership development, programme design, evaluation. We have also our Impact Partners, corporates that provide pro bono support to the community organisations we work with, providing expertise in governance, business planning and development, and financial management. This means we are able to draw on a wide range of skills for our clients, while bringing an incredible energy and creative talent to the development of the Centre as a social business.

This is not a place for 'business as usual'. This is an organisation where new thinking and practices can emerge and be tested, a place where we're constantly challenging ourselves, each other, our clients, our partners. It's a rigorous environment and it is helping us deliver results.

Over the last year we have worked alongside inspiring people in organisations working to bring change in areas where there are no easy answers and where failure is common. We have worked with them to develop their leadership skills, look critically at what they are doing, and put the foundations in place to make their own organisations sustainable.

We've helped them capture what they are learning about what doesn't work, and what does work and has the potential to be replicated for the wider benefit of the community. Our practice is grounded in understanding the unique nature of each organisation so that we can ensure we offer them the right services for them at the right time.

As the case studies in this report show, we're seeing early signs of social impact start to emerge. That's exciting to see. We are privileged to be with these community organisations on their journeys.

We've also started to work with other funders with an interest in strategic philanthropy. Our work has helped inform these funders' approach to grant-making for optimum impact for their communities.

Thought leadership is also a priority for the Centre and the visits of leading international figures, including Akaya Windwood from the USA's Rockwood Leadership Institute, Mark Cabaj from Canada's Tamarack Institute, and Zaid Hassan from WorldChanging in the UK, gave our network of clients and associates access to innovative thinking and practice.

The achievements of the year past were made possible by the support provided by the Centre's chair, Alastair Bell, our board, and Foundation North CEO Jennifer Gill. I am grateful for the guidance, the challenging, the support, the collaboration. That has been of immense value to me, and to our wider team of associates.

About the Centre for Social Impact

Purpose

The Centre for Social Impact was founded to support innovative responses to complex social issues, and to work collaboratively with philanthropic and community organisations to support the design and development of effective social change programmes.

Through its network of associates and corporate and philanthropic sector Impact Partners, the Centre brings together a broad range of expertise to support philanthropic funders and community organisations to achieve their visions.

The Centre, which is an initiative of Foundation North, was launched on 1 April 2014 and its first year has been a fast-paced and exciting one.

This report explores what has been achieved and what has been learnt during this initial 12 months; a story of establishment and growth, and the development of relationships with a broad array of community, philanthropic, government and private sector organisations and leaders. The report shares the Centre's learnings to support social impact and encourage social innovation in New Zealand communities. [The Centre's Theory of Change](#) provides the framework within which its impact and learning is reviewed.

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

The Centre has undertaken a range of work with its partners.

A core focus has been in supporting Catalysts for Change organisations, as well as the growing range of philanthropic and community partners.

The Centre works collaboratively with organisations involved in social change to understand their strengths and needs and to tailor services to help them achieve their goals. A core focus of the Centre's work in its first year has been to support organisations funded through Foundation North's Catalysts for Change multi-year funding programme as they develop their capacity to create positive enduring change in communities.

Alongside this, the Centre is building significant relationships with other organisations in the philanthropic, commercial, governmental and not-for-profit sectors to explore and co-design solutions to complex social problems.

As these stories of change develop over coming years, a longer term story of development and impact will emerge that future Social Impact Reports will explore.

Our work



Case studies

Work and impact

The following case studies introduce five of the key community organisations with which the Centre has worked over the last year. Each of these organisations is exploring innovative responses to complex social issues, and has received multi-year grants through Foundation North's Catalysts for Change funding programme.





Case study

Taiohi Whai Oranga

Manurewa Marae





THE NEED

Manurewa has a high level of deprivation, being in the most deprived 10% of all areas in New Zealand.

It has a much younger population than the New Zealand average with around 50% of Manurewa residents aged under 30, and a higher proportion of young Māori and Pacific Island people.

Around 28% of residents are unemployed, around 29% of people over the age of 15 years have no formal qualifications, and 60% of unemployed aged 21 to 30 are Māori.

50%
population
aged under 30



Why Foundation North decided to fund Taiohi Whai Oranga

Taiohi Whai Oranga is being funded through Foundation North's Catalysts for Change programme. The investment plan presented to the Foundation demonstrated an impressive track record of delivering for young people in Manurewa, and a clear pathway to building on these foundations to provide additional services to more young people – and provide learnings to inform future programmes of this nature in the region.

The approach

Taiohi Whai Oranga is responding to local needs with a strengths-based wellbeing and development approach for youth. It aims to deliver an integrated Kaupapa Māori service to vulnerable young people (taiohi) that provides wrap-around support at Manurewa Marae and in the community.

The Taiohi Whai Oranga service model considers the whole person, developing values, rangatiratanga, identity, self-awareness and other competencies young people need to achieve balanced wellbeing and success.

The social change vision is Nga Rangatira Mo Apopo – creating successful taiohi whose strong connections, success and leadership enable them to become change agents within whānau, hapū and iwi.

Taiohi Whai Oranga has three components:

Putake

Building the foundations. This includes a building connectedness to family, genealogy, place and community.

Puku

Puku is about building a strong work ethic, a process of taiohi determining their aspirations and putting into action a plan to move forward.

Panekire

Achievement of excellence. Taiohi have the support to reach their full potential.

The practice

Mana Wahine and Mana Tane

The Mana Wahine and Mana Tane programmes are aimed at young people aged 12 to 25. These aim to build resilience, confidence and to empower young people to overcome adversity and move to achieve success.

Taiohi Ora

Taiohi Ora is focused on achieving total wellbeing, a mix of participatory needs assessment work, youth engagement events and holiday programmes for youth (aged 15–25) with health and development needs.

Limitless

Limitless is a youth leadership development programme. It addresses two demographics; youth aged 13 to 16 with leadership potential and youth aged 16 to 25 demonstrating active leadership.

Mai i Rangiatea

The focus is on working with youth involved in the Youth Court (Kooti Rangatahi) and in residential settings (Whakatakapokai). The programme looks to overcome intergenerational harm by working with young people to become agents of change in their whānau.

Taiohi Whai Oranga *and the Centre for Social Impact*

The focus we share with Taiohi Whai Oranga

Taiohi Whai Oranga does not see young people as ‘the problem’. Rather they propose that the problem is one of disconnection, and largely the disconnectedness of taiohi from the Māori world.

The foundation of their innovative practices with taiohi is therefore firmly based on building relationships with them and enabling them to see Manurewa Marae as a place for them. This resonates with the Centre’s principles of practice, particularly respectful relationships and mutual learning.

What we are doing to support Taiohi Whai Oranga

The Centre has provided leadership development, and support with programme design and the development of organisational systems. A key support for Taiohi Whai Oranga has come from Health Connections, a member of CSI’s Impact Network. Health Connections has worked alongside Taiohi Whai Oranga to support their design of a youth health hub at Manurewa Marae.

This included members of the Limitless youth leadership group visiting other youth health hubs around the country. The collection of information and impressions on these visits then fed into the design thinking for their own youth health hub. Health Connections’ work with Taiohi Whai Oranga is being supported in the coming year so they can see the development of the youth health hub through to its fruition.

Taiohi Whai Oranga has also enjoyed support from one of the Centre’s corporate partners, KPMG.

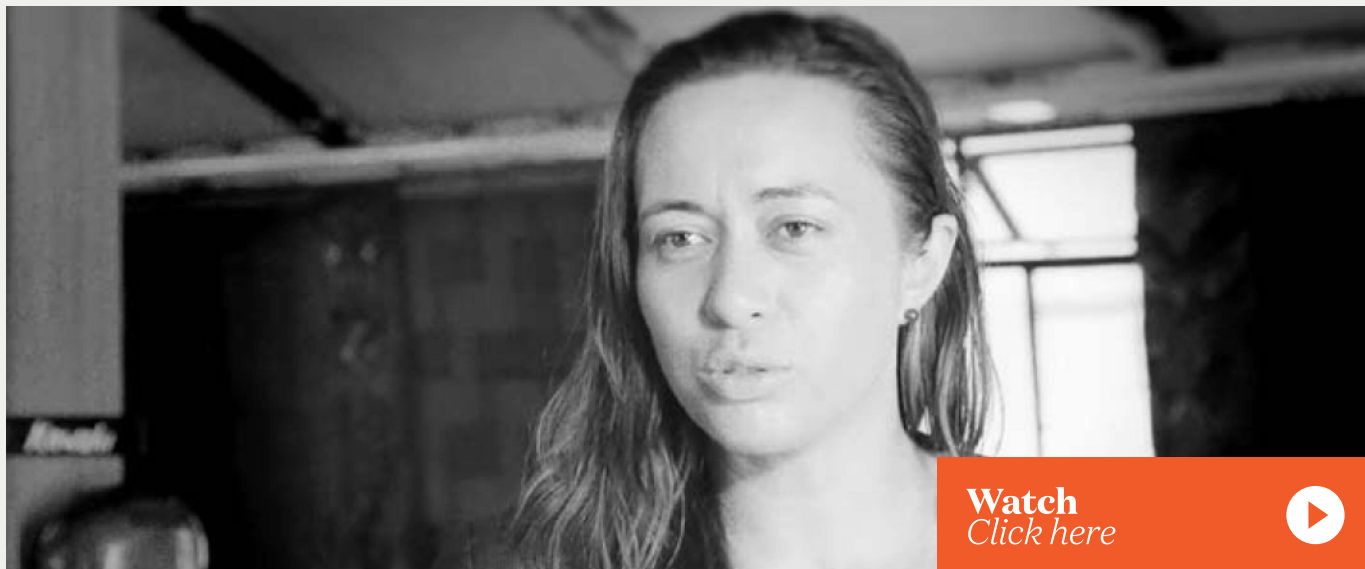
The outcomes we are seeing emerge

Health Connections has established a supportive, collaborative relationship with Taiohi Whai Oranga that sees taiohi fully engaged in the co-design of their youth health hub. It has been tremendously satisfying to see this relationship being built, and to watch it go from strength to strength.

Through Health Connections the Centre has been able to walk alongside and support the courageous youth-centred practices that are central to Taiohi Whai Oranga. Others are also recognising this: Taiohi Whai Oranga won the I AM Auckland Supreme Youth Organisation Award 2015.

- National Youth Award Winners
- I AM Auckland Awards: Top Youth Worker, Top Youth Leader and Top Youth Group
- Ranatahi tu Rangatira Award: Group, Leader and Service





Taiohi Whai Oranga

The client experience

Deidre Otene,
Project Manager, Taiohi Whai Oranga

The wrap-around support provided by the Centre is delivering in a variety of ways for us. What has changed is the way we are developing and building capacity. We need to still build the solid foundation for Taiohi Whai Oranga around our processes, policies, governance. These need to be solid before we can become too innovative and create too much more.

We've been able to achieve connectedness to networks that would have been hard for us to achieve

The connected relationship that we have with KPMG now who have come on board wholeheartedly to provide us with support around our financial processes, policy development, and governance development.

Then there is Health Connections who are assisting us in the development of our planning of health for young people. We would never have had that support if CSI hadn't made that connection. Staff that are able to deliver our service model are now receiving capacity development or workforce development in areas that we know will enhance them but that they may have never had before.

That's pretty amazing.

Out in the community we've built connections with some of the most high-needs young people and we are delivering programmes in Care and Protection and Child Youth and Family residential sites.

These are not always the easiest places to provide a programme like ours.

For me to hear the stories of my staff when they return from programme delivery and to hear them talk about the changes in the young people. To hear those stories of change and impact and then have our evaluators sitting alongside capturing that change is pretty exciting for me...



Case study

Springboard





THE NEED

Rodney, the northernmost territory of greater Auckland, has the fastest-growing youth population in New Zealand.

Of its 10,230 people aged 12 to 19 years, 10% are considered vulnerable. CYF's Orewa office, which covers Rodney, had the second highest number of substantiated claims of abuse and neglect in New Zealand in 2012.

10,230
people aged
12 to 19 years

Why Foundation North decided to fund Springboard

Springboard was identified as an effective, well-regarded organisation having an impact on its local community.

The investment plan presented to Foundation North included some compelling outcomes from Springboard's work. Police in the Rodney area, for example, saw Springboard's work as the primary contributor to the significant reduction of youth crime in Rodney in recent years. A significant decrease in Youth Justice referrals in North Rodney from 336 in 2008-2009 to 134 in 2012-2013 was attributed by Child, Youth and Family directly to Springboard's intervention programmes

The decision to invest in Springboard through the Foundation's Catalysts for Change programme was driven by the potential for its model to be strengthened and made available to other communities in the region to support youth at risk.

The approach

Springboard's holistic and integrated approach employs the proven components of effective interventions: multi-dimensional family and community-based programmes that fully encompass the needs of at-risk youth and the swift deployment of these to head off 'risk factors'.

Using multi-systemic interventions, the Springboard Model places the young person at the centre of a web of supportive family and community members, targeting their entire social eco-system.



The practice

Springboard uses a comprehensive range of interventions that provide a holistic, wrap-around service that engages the community in delivery.

The Springboard toolkit of interventions includes:

- alternative education
- an intervention programme for youth offenders
- work transition initiatives to help young people gain employment
- family support services including parenting courses, counselling and practical support
- an intensive preventative mentoring programme
- community engagement initiatives
- anti-graffiti programme



Springboard *and the Centre for Social Impact*

The focus we share with Springboard

Springboard is a year into a shared journey of co-creation and innovation with the Centre for Social Impact, exploring how to sustain catalytic change throughout their sphere of influence and through their strong values-based practice.

The Centre for Social Impact has been able to engage Springboard from its values base allowing for the development of a strong relationship where affirmation, challenge and co-creation of solutions have been the backbone of developing its organisational intent and capacity to deliver.

How we are supporting Springboard

The Centre for Social Impact has been the primary sounding board for Springboard innovation. Through listening, observing and developing understanding of Springboard's organisational and operational needs and wants, a range of services have been co-created and designed. This support has included leadership development, governance support, operational capacity development, and the creation of frameworks and tools.

The outcomes we are seeing emerge

The Centre for Social Impact has observed Springboard becoming more robust, reflective and agile in its operations and innovation. The development of reflective practice and a growing internal understanding and use of business acumen and tools has helped Springboard adapt its programme to meet changes in its operating environment and respond to the emerging needs of its local youth.

Springboard's reflection on the competencies that help them achieve great results for their youth, families and community and evolving service models are positioning it to maximise its value and impact in its work with other youth and community not-for-profit organisations.

This has helped it secure additional funding, to supplement the funding provided by Foundation North, from the Vodafone development fund.



Springboard

The client experience

Gary Diprose, CEO
Springboard lead

CSI are bringing our heads up and causing us to get a helicopter view. So it is not just looking at our impact operationally with what is happening with our kids, but it is constantly bringing us to 'What is the bigger picture? What are you bringing in as systematic change?' So that is where I feel is a big change. If you've got a bigger picture in mind it changes the way you do your day-to-day work.

We have been doing leadership courses with CSI's Louise Marra, which have been really good. These are a chance to stop a fast train, take time to evaluate, take time to get good practices in place. I think long term it takes a while to change habits and default seems to live pretty close.

When things get really hectic I am just like, 'Oh Louise, you are not going to be very happy with me right now, I am reverting back...' because of the busyness. But we're learning that when we get overwhelmed we need to push back and take a breath.

CSI is also helping us develop our governance. That is really cool, because what it is doing is it is bringing the board chair and us to an understanding which is vital because we are talking about a big vision.

I think this is going to be a dynamic partnership with CSI helping us and bringing understanding of where we're looking at doing.



Case study

Lifewise





THE NEED

There are over 100 people sleeping rough on the streets of Auckland's CBD on any one night and almost as many reasons as to why they have ended up on the street.

Resolving homelessness is about more than providing a flat or house. The bigger challenge is to provide the person with the support and skills they need to be able to live long-term in that accommodation.

This involves access to addiction and mental health services, education and training, reconnecting with family and whānau and solving other social issues.

Reducing homelessness long-term also means looking at what sets people on the path to homelessness, and providing effective early intervention.

Lifewise is actively involved in research looking in particular at the links between foster care experiences in childhood and adolescence, and adult homelessness.

100
people
sleeping rough
on the streets
of Auckland's
city centre

Why Foundation North funded Lifewise

The cost to individuals affected by homelessness, and to the wider community, is substantial.

Lifewise's innovative blend of practical support and social enterprise to support people who are homeless into housing and its work in prevention through keeping children and youth out of foster care and in their homes, has the potential to deliver real value for Lifewise's clients, and the Auckland region.

The approach

Homelessness is a complex issue with a very simple solution. Lifewise helps people get off the street and into homes.

Lifewise focuses on getting people into safe and secure accommodation, and then give them wrap-around support to help them get back on their feet.

The practice

The approach being taken at the Lifewise Hub has four main strands:

Access to housing - a pathway to permanent housing with targeted wrap-around support services

Access to support services - coordinated services targeted at closing the gaps and addressing the underlying issues of homelessness

Access to connection with community- opportunities to participate with others in activities that broaden life skills and experiences, helping homeless people to be housed and integrate into the wider community more easily

Access to food - meeting the immediate needs of homeless people through the new community cafe, Merge.





Lifewise and the Centre for Social Impact

The focus we share with Lifewise

Lifewise attracts people to its staff who want to work in heart-felt and genuine ways with individuals and families and their communities, especially with those who are among the most vulnerable.

The fact that Lifewise is so successful in supporting homeless people to find their 'home' speaks volumes about the mission of the organisation, and its ability to empower its staff as experts in their fields who know what they are doing. Lifewise encourages courageous practice and respectful relationships, while remaining committed to excellence and transformation. The values base from which they operate is very compatible with the Centre's principles of practice.

What we are doing to support Lifewise

Lifewise have been fully engaged with the leadership programme offered by the Centre. Two senior staff members joined the programme for its first year, and this commitment by senior Lifewise staff has continued in 2015 with four senior managers now taking part.

The Centre assisted Lifewise to bring an internal evaluator on board at the beginning of 2015 to facilitate the organisation's evaluative thinking and support Lifewise's monitoring and evaluation needs. The Centre has also provided support to the general manager and the Chair of the Lifewise Board. The next 12 months will be about a deeper dive with Lifewise about other services it feels it might benefit from receiving.

The outcomes we are seeing emerge

Lifewise is fast developing its capacity to tell a performance story about the social impact of Foundation North's Catalysts for Change funding. The organisation is unusual in that the funding is dispersed over a number of important projects that are also funded by other means. Lifewise has been considering how best to provide evidence of changes that can be attributed to the funding it receives from Foundation North.

The internal evaluator is combining the collection of change stories with the building of staff capability to think about what changes matter, to tell stories of change, and to examine these stories for the values that underpin their work.



Lifewise

The client experience

Moira Lawler

General Manager, Lifewise

I think part of what we have learned in our first year is that we hadn't really understood how we could use CSI to the best effect. I think having an evaluator on board has really helped us with that. We are much more intentional in terms of the skill set that we ask from CSI to help us with.

Our evaluator is getting great support, both from CSI and the team of evaluators from Catalysts for Change partners in terms of what good practice in this pretty uncertain environment might look like.

We have also involved CSI in some of our design thinking around our 'Attach' model. This is the work we are doing on an approach to working with children who have had traumatic experiences. We're looking to understand that long term connection between children who have experienced trauma and children in care and the link to homelessness later on.

We have a whole
run of staff access
all sorts of training
and development
opportunities
through CSI

Those opportunities are really valuable, partly because they know what we're doing and they know what might be useful. So you can go to lots of generic training, but what we get from CSI is stuff that is much more tailored towards what we are trying to do.



Case study

Whangarei Youth Space





THE NEED

The Northland district has some of the worst social, health and economic indicators in the country.

Evidence confirms that young people living in Northland are more likely to have poor health and educational achievement, and as a result have significant challenges in meeting their full potential as adults.

12-24
age group
of the young
people who
belong to the
drop-in centre



Why Foundation North decided to fund Whangarei Youth Space

A major factor influencing Foundation's North's decision to fund Whangarei Youth Space (WYS) through its Catalysts for Change programme was the degree of community support for this initiative including governmental and non-governmental organisations across sectors, the community, and local businesses.

The innovative engagement and partnership model with young people, and the degree to which young people had been the drivers of the initiative also spoke to the strength of the foundations in place to develop this new model of youth development and social change for New Zealand.

The approach

Key to the approach is a meaningful partnership with young people, including 50% youth governance. This helps WYS provide a place that young people identify with as 'their own place': a place to hang out and connect socially, that facilitates access to services, and where they are supported to grow, develop, and take advantage of opportunities to reach their full potential.

This in turn is expected to build positive perceptions of young people in the community and change the focus of community conversations from youth 'problems' to youth contributions.

The practice

On the surface WYS is a drop-in centre for all young people aged 12-24 in Whangarei, providing a fun, social, safe space to hang out, do homework, take part in programmes and activities and make friends. But it's much, much more than that.

By providing a social and recreational space we are engaging with youth and building relationships. Wrapped around this are health, education, training and employment services. All the services are free.

WYS is helping grow and develop the skills and attitudes young people need to be a positive part of society - now and in the future. Alongside this WYS is working to increase the participation of young people in society so they can make a positive contribution to the community.

The outcomes WYS seeks are:

- Fun, healthy, positive relationships
- Young people reach their potential and are active engaged citizens
- Young people and adults work in partnership towards giving youth a voice in their community



Whangarei Youth Space *and the Centre for Social Impact*

The focus we share with Whangarei Youth Space

Whangarei Youth Space is a new model for supporting young people's development, where young people are truly at the heart of the model. Young people are key leaders and decision makers at all levels of WYS.

Young people are leading our shared learning about what's possible through working in effective youth/adult partnerships, and providing inspiration for other youth services across New Zealand. This way of working is strongly in alignment with CSI's focus on courageous practice, mutual learning and respectful relationships.

What we are doing to support Whangarei Youth Space

The CSI team has been supporting Whangarei Youth Space to grow and strengthen its governance approaches. Through the Centre's Impact Network, a senior member of the Vodafone management team is working closely with the WYS Board providing advice and business development expertise.

Further support has been provided by CSI associates to guide and sustain the WYS Board during this key early organisational development phase, to facilitate the development of a fundraising strategy, and to identify future investment partners to support WYS as it develops over time.

The outcomes we are seeing emerge

Young people are fully engaged with WYS, at all levels. Young people are demonstrating their leadership through being WYS Board members, and WYS Advise members. The range of initiatives and services offered by WYS are being utilised by a broad range of young people, and input and feedback from young people is essential to shape the direction of WYS as it grows.

The feedback from the Whangarei community is very positive, and there's increasing interest nationally about the potential of this exciting opportunity.





Whangarei Youth Space

The client experience

Beth Cooper
Executive Officer

The biggest thing for us with CSI is the capacity support that we are getting. We have got a number of things on the go at the moment, including governance development support. CSI's Judy Whiteman has done an assessment of all our Board needs and is working with our chairman on a Board development programme for next year.

The relationship with Vodafone has been strengthened through CSI. I have been working quite closely with Lee Maddox who sits on our Board and is also turning into a mentor for me in terms of management support.

I think I'm a better leader because of the leadership programme and that must impact on staff and the team and organisation.

It's improved our resiliency and capacity to lead the organisation, to be quite strategic and think about the direction that we're going on and the journey. It's been good learning some reinforcing techniques around communication, leadership style, the power that you bring to a relationship and the impact of that.

Also learning the need for self-care and renewal and reflection - these are personally strengthening and enable you to be at your best when you are at work.



Case study

Tuilaepa Youth Mentoring Trust





THE NEED

Students in Henderson-Massey are nearly twice as likely to be stood down, suspended, or excluded compared to their counterparts in the Auckland region, with Māori students being disproportionately affected.

One-third of our Māori (36%) and Pasifika (31%) 18-year-olds in Henderson-Massey lack qualifications higher than NCEA Level 1.

In Henderson-Massey, the unemployment rate rose from 15% in 2006 to 25% in 2013, and labour force participation rates of young people dropped from 64% in 2006 to 55% in 2013.

25%
unemployment
rate of young
people in 2013



Why Foundation North funded TYMS

Tuilaepa Youth Mentoring Trust (TYMS) is responding to the educational and wellness needs of its community with a values-based model of practice which references both fa'asamoa and tikanga Māori.

This model is applied across a continuum of potential exclusion from education to help ensure that vulnerable children and young people are given the best possible opportunity to stay in or return to educational engagement and achievement. TYMS works alongside children and young people within the context of their family, school and community.

The approach

Tuilaepa Youth Mentoring Trust (TYMS) is responding to the needs of its community with a values-based model of practice which references both fa'asamoa and tikanga Māori to support young people across all dimensions of wellbeing and ensure that parents, family, and whānau are heavily involved in their children's education.

The TYMS vision is to support Pasifika and Māori youth to a 'sense of belonging and pride in our communities, and who achieve their full potential to secure their future'.

The practice

TYMS BridgeBACK programmes create quality life paths and develop the support networks, tools, resources, and life skills to help youth navigate and succeed in education, employment, or training.

BridgeBACK Holistic Academic Mentoring

This is designed for vulnerable children and young people (aged 6–16) who are struggling at school or who are at risk of disengagement. Young people are paired with academic mentors, who work alongside them and their whānau to help them achieve their full potential.

BridgeBACK for excluded youth

This programme supports Pasifika and Māori youth who have been out of school for an extended period of time (excluded or expelled). The aim is to help each young person to develop a career path and take steps towards achieving that plan by either returning to school or becoming involved in meaningful training or work.

BridgeBACK for young dads

TYMS BridgeBACK programme for teen fathers runs alongside the HealthWEST Teen Dads Plus programme, which provides young fathers with ongoing parenting support. The programme focuses on building skills and attributes that young men need to be positive and productive fathers, and develop a career plan which will generate positive outcomes for these young dads and their families.

Te Kura/correspondence school

This programme is for youth for whom 'normal' secondary school is not currently the best option. Many of the young people in TYMS Te Kura programme have been bullied at school, or unable to attend for reasons beyond their control. As a result of their negative experience with the education system, most have poor self-esteem and lack confidence.

TYMS

and the Centre for Social Impact

The focus we share with TYMS

TYMS guide their practice by the strength of their belief that all young people have a future of hope and unlimited potential.

Within its first seven months in the Catalysts for Change programme, the Centre for Social Impact's approach of walking beside the organisations it works with has enabled CSI to become a trusted part of the team that builds the strengths of the TYMS model and organisation.

What we are doing to support TYMS

Leadership development and the transition of Robson Tavita from founder and operations manager to being a CEO supported by an operational team are having a transformative impact on TYMS. Leadership development, evaluation support, the development of risk identification and management capacity, and operational planning are key areas of engagement between TYMS and CSI.

This is enabling TYMS to meet challenges, including the design of business growth and development initiatives to expand TYMS reach and stakeholder partnership.

The outcomes we are seeing emerge

TYMS are developing their social business models including their own service development strategy using capacity being developed in partnership with the Centre for Social Impact and its Impact Network. TYMS leaders are evolving their strategic thinking and their service model in line with the investment plan they presented to Foundation North when they applied to become a Catalysts for Change partner.

This capacity is providing TYMS with opportunities to explore partnerships to achieve growth targets and increase revenues.





TYMS

The client experience

Robson Tavita

Chief Executive, Tuilaepa Youth Mentoring Service

Foundation North's funding means we are able to employ more people that really do care about young people, who are able to build rapport and have that real connection with our youth. That means we can touch a lot more lives.

The support from the CSI team is unbelievable. I just get so much, if I can say it, love from the guys that have been assigned to look after us.

Dain Guttenbeil has really expanded our thinking and our strategic way of doing things. Dain and the CSI team are really supportive of any sort of new initiatives that we have done and that we've tried.

As we get our young men's programme and our social enterprise going, Fiona Cram's support with evaluation will be really critical. The evaluation will help us tell our story as we move forward.

I guess the challenge now is that with the funding there are a lot more expectations on us to meet both the high needs of the young people that are out there and also meet the expectations of Foundation North and our other funders.

Looking back

The year in review





Early impacts: *What is changing in the short term?*

The short term changes outlined in the Centre for Social Impact's Theory of Change are starting to emerge. In particular, the organisations the Centre works with are becoming more capable and adaptable; have enhanced leadership and resilience; and a greater commitment to evaluation for value and impact.

Capable and adaptable organisations

- The Centre is strengthening organisational capability to position organisations to better achieve their mission, and to achieve positive outcomes and system change
- The Centre's Impact Partners are supporting organisations to strengthen their systems, communications and delivery

As the Catalysts for Change grantee case studies show, the Centre is fostering capable and adaptable organisations, with increasingly flexible and resilient leadership. CEOs are more confident in their personal leadership styles and approaches, and are adding more tools to their leadership toolkit. Their leadership development enables them to better support their teams

to grow and develop in a changing landscape of activity.

Organisations are moving from implementation to seeing early results emerge. The Centre's leadership programme is providing an opportunity for the organisational leaders and the Centre's team to reflect on and learn from this transition.

As these organisations put systems around their activity, it's enabling them to look more widely at what they can do.

The Centre's Impact Partners are strengthening the capacity of organisations through their work. Key partners such as KPMG, Health Connections and Vodafone are building the knowledge and expertise in Catalysts for Change organisations to support positive results in the communities they serve. This includes targeted support in fit-for-purpose service design, and communications and marketing, skill sets that are not usually well-developed in community organisations.

The Centre is working with philanthropic funders in their strategic and operational development. Examples of this include:

- A survey of grantees for The Canterbury Community Trust was completed to inform the Trust's approach around their grant-making practices
- The Centre worked with BayTrust to facilitate the development of a theory of change as part of its strategic refresh as well as researching best practice for early years and youth engagement to help support the Trust's activities in this [area](#).

Enhanced leadership and resilience

- The Centre is supporting stronger and more resilient senior leadership and management teams
- Organisational leaders are giving active consideration to the system changes they are fostering
- Leaders are being challenged to focus on their organisation's long-term development, including beyond their own foundational roles and the term of their Catalysts for Change grants
- Clearer governance arrangements and reflective processes are being built to support each organisation's development

The Centre's leadership development programme, which includes quarterly workshops as well as team and individual support, is building more resilient and self-aware teams, with a shared vision and strength to cope, flex and change in their organisational journey of change.

Leaders within Catalysts for Change organisations are better able to develop their own internal teams, and take their internal strengths into working with potential community partners. This is of particular value for those in start-ups or who are taking a step change in their scope.

Leadership development is also supporting growing founder-led organisations to consider their development to the next wave of leadership to continue the organisational vision as they grow. For many community-based organisations, this is a significant change in outlook.

Governance support is bringing with it new questions, strengths and skills. This has included supporting a shift from a small local vision to a broader vision of system change, and a focus on governance best practice. One organisation's board, for example, now includes a continuing evaluative process to assess how the board is doing, what is working well and not so well, and whether they are adding value. Governance development opportunities such as these are rare in the not-for-profit sector in New Zealand.

The term of Foundation North's Catalysts for Change grants creates a pressure on organisations to build funding from other sources for future sustainability. Organisations are aware of this and some are working with Philanthropy New Zealand to develop longer term funding avenues.

The Centre is also other creating opportunities for leadership development; the most recent example is a Women in Philanthropy retreat led by international leadership expert, Akaya Windwood. Participants gave very positive feedback about the learning opportunity this provided in a setting that enabled them to reflect on and develop their roles as leaders.



Understanding value and impact

- With support from the Centre, organisations are developing their evaluative capacity
- This is supporting organisations to review their approaches and to better understand the outcomes they are achieving for their communities
- The Centre's own skills in evaluation and research are being increasingly sought by philanthropic partners

Foundation North recognises the importance of evaluation and supports investment in evaluation through the Centre. This is a major realignment from the common approach of investing in external evaluators. This is in turn fostering the development of evaluative capacity within Catalysts for Change organisations.

Senior leadership teams in Catalysts for Change organisations are better able to interpret evaluative data to inform design and delivery. The intention is that such in-house activity informs day-to-day understanding of outcomes being achieved.

A culture change in the community sector to place greater value on internal evaluation is emerging. This is apparent in the growing ability of Catalysts for Change organisations to demonstrate the difference the work they are doing is making for their communities. As one organisation reported, 'The internal evaluator is taking the role of a "critical friend" and is helping us to question and clarify our approach.'

The evaluative role has put a spotlight not only on organisational achievements, but also on areas of internal development including self-care, data collection and monitoring, and reflective practice.

The Centre's growing experience in understanding impact and value and its emerging framework for effective evaluative practice and leadership is now being accessed by other philanthropic funders.

The Centre is building a foundation of international collaboration in this area, including with Mark Cabaj from Canada's Tamarack Institute, and a growing relationship with Australia's Centre for Social Impact.

There is also increasing interest across the philanthropic sector in the potential for evaluative leadership and practices to help philanthropic funders to see the impact and potential of their investments. The Centre is working with a steadily growing group of funders to explore their theories of philanthropy and key outcomes.

Increased potential and scaling for replication

- The Centre's support for investment planning and organisational development is strengthening business processes and systems to enable improved outcomes for communities

The Centre's capacity development stream is bringing business processes into organisations that have traditionally been focused simply on delivering a range of services.

The Centre's investment and organisational planning approaches are bringing strong social business processes and structures that match the intention, values and principles of the organisations with which it works. This is an area that traditionally has been outside the scope of philanthropic operational funding. The internal organisational infrastructure that emerges is co-designed, tailored for the organisation's needs, and intentional in its purpose and approach.

The Centre, through its Impact Network, is beginning a process of linking companies such as Vodafone and KPMG to Catalysts for Change organisations to strengthen their organisational infrastructure.

The capacity development that the Centre has led provides a degree of established due diligence for corporate partners, giving assurance that the organisational leadership and infrastructure is in a state of readiness for accelerated development.



Embedded learning and enhanced communication

- The Centre is leading a learning network for Catalysts for Change evaluators to reflect and improve on practice
- The Centre brings international leaders in a range of fields to support not-for-profit and philanthropic organisations with their personal and organisational development
- The Centre provides evaluation training for people in community organisations

The Centre is establishing a range of ways to embed strengthened capability within Catalysts for Change and other organisations.

A learning network for internal evaluators has been established to support the professional development of the individuals in these challenging roles. Internal evaluators are doing pioneering work in settings where they were often previously seen as unnecessary and indeed, in the wider not-for-profit sector, are often seen as diverting funds from programme delivery.

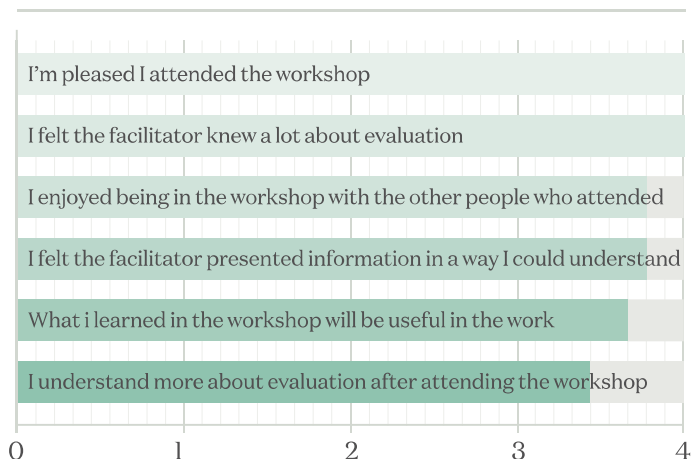
The internal evaluator roles require a skill set that can balance the setting of organisational growth and change with the high expectations of professional performance from organisational leaders, boards and funders. The Centre's role is to provide a supportive and challenging space through peer action learning groups, and tools and networks (both local and international). The development of evaluation as a profession in New Zealand is a priority for the Centre.

The Centre also provides access to international thought leaders in key areas. These include Mark Cabaj (leader in developmental evaluation), Zaid Hassan (leader in developing design labs for social change) and Akaya Windwood (international expert in leadership development).

Evaluation and learning sessions for Key Community Partner grantees, funded through Foundation North, have been developed. These have been widely endorsed by participants and further sessions are planned.

A range of online feedback tools on Centre-led events and workshops is being developed, to build into ongoing planning. The feedback to date indicates these workshops were useful and/or valuable for people in their work, that the leaders were knowledgeable, and that they could present in ways that could be easily understood. Attendees have expressed strong interest in having access to more events such as these.

Mark Cabaj Development Evaluation Workshop participant ratings



Akaya Windwood Leadership Retreat participant ratings



Collaborative investment

- The Centre is building partnerships between funders to create new opportunities for investment and innovation

The Centre's linkages across the philanthropic and not-for-profit sectors have the potential to create collaborative investment opportunities that leverage greater funding and outcomes than could have been achieved by an organisation working alone.

Already, the Centre's role in working with Catalysts for Change organisations to develop their investment plans is identifying new funding options; many of these organisations have leveraged further funding through their investment plans.

Our work with BayTrust, to inform its strategic direction as a philanthropic investor and partner with other organisations, takes this collaborative investment model further in working directly with philanthropic organisations. This example is part of the Centre's development of a longer term alliance between CSI and BayTrust as a 'critical friend'.

The Centre has facilitated conversations between members of the New Zealand Federation of Disability Information Centres to investigate how a collective impact model could address the future needs and outcomes of service delivery.

Summary:

The Centre's early stage impacts

Early stage impacts through the lens of the Centre's pou.

 Capacity Development	 Leadership	 Understanding Impact	 Programme Design
Strengthening the capacity of organisations to connect with the people they serve	Stronger and more resilient senior leadership	Supporting internal evaluation capacity through a Centre-led learning network	Developing robust investment plans that guide action
Building organisations' connections with our impact partner network to leverage change in communities	Strengthening governance oversight and functioning, and focusing efforts towards the organisations' mission	Building the capacity of organisations to see and communicate their growth, achievement and learning	Building credibility with other support partners
Bridging organisational vision to opportunities for growth and development	Strengthening self-awareness and self-management through reflection in leadership	Providing evaluative support and developing evaluation practice	Aligning community partners with the social aspirations of private sector impact partners



What we're learning

Investing in capacity building

- The Centre's activities are making a difference in supporting Catalysts for Change organisations to strengthen their operations and impact, and be at the forefront of positive change in Foundation North communities

Over the past 12 months, the Centre has worked closely with the Catalysts for Change grantee organisations in building organisational, evaluation and leadership capacity.

This work has extended across development of substantial investment plans for the strategic, operational, financial and evaluative dimensions of the Catalysts for Change organisations; governance support, and building links with corporate expertise to drive further capability in organisational systems, outreach and impacts.

This work is already producing significant rewards in building organisational strength. This is enabling organisations to scale up their operations, and more importantly their impact, for the communities they serve.

There is clearly a thirst for knowledge for evaluation capacity building among both funders and community organisations. This was demonstrated through high levels of participation in Mark Cabaj's workshops for funders with Foundation North-funded organisations. There is also substantial interest in supporting effective evaluation alongside innovative philanthropic investment.

Nurturing and supporting the growth of the not-for-profit sector

- The support of the Centre is building the capacity of organisations to meet their communities' needs
- The development of organisations' capacity does sometimes pose challenges in keeping pace with change in complex settings

In addition to the current Catalysts for Change grantee organisations, the Centre is working with many of Foundation North's Key Community Partners, large community organisations making a significant contribution to the Auckland and Northland regions, to build their evaluative and organisational systems and capability.

The network of the Centre's Impact Partners is building capacity in community organisations, extending beyond a base of project delivery and into organisational development.



Collaborative learning

- The Centre is working in partnership with organisations to explore the value and impact of their services, and develop directions for change and improvement

The Centre's emergent approach is reinforced through a culture of collaborative learning, which is underpinning evaluation and research activity across a range of areas. These include the Catalysts for Change evaluators' network, an evaluation of the Auckland Grammar InZone programme, and grant applicant surveys for Foundation North and The Canterbury Community Trust. Activities such as these are building evaluative dialogue, providing an evidence base of effectiveness, and informing improvements in service delivery.

Enabling innovation

- The Centre's work in partnership with both funders and providers in the not-for-profit sector is facilitating new approaches to philanthropic investment and service delivery
- A high-trust relationship is critical to these partnerships

For its philanthropic and community sector clients, the Centre facilitates the challenging of established practices and exploration of new ways of thinking and working. One notable example is that of BayTrust, which began as a collaboration to explore the best opportunities to invest in young people and children in early years. This has developed into a more strategic conversation with BayTrust in its role as a philanthropic investor, with the Trust and the Centre considering theories of change, logic models, and impact frameworks to shape future grant-making practice.

Others in both the philanthropic and community sectors have similarly entered into relationships with the Centre to review their existing approaches and remodel their service orientation.

Common to these activities is a high-trust relationship, placing the Centre in a 'critical friend' role.

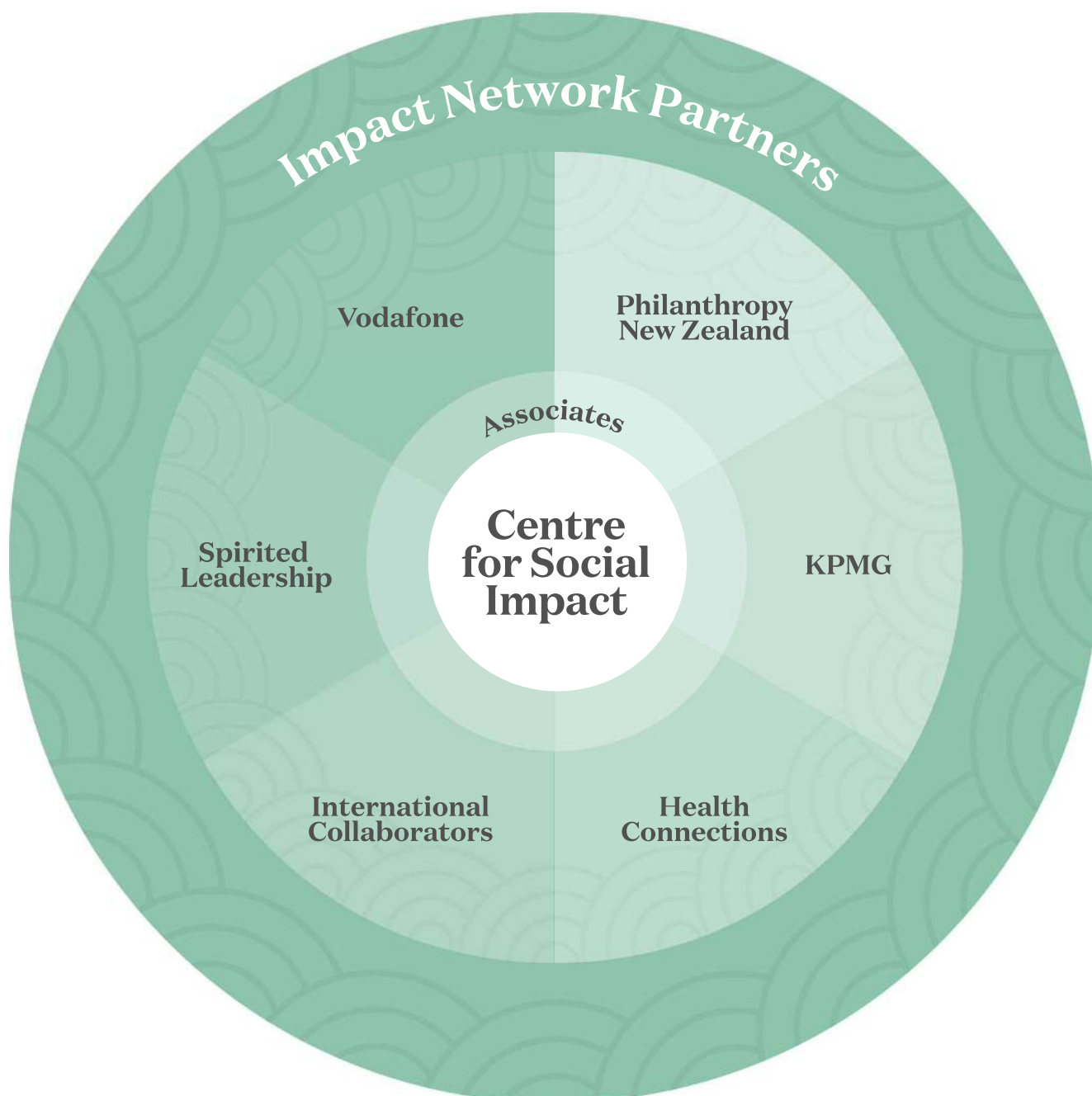
Sustaining engaged and collaborative relationships

- Strong foundations of long-term relationships with partners have been established

Although in an early stage of development, the Centre is building sustained relationships with many partners, including but not limited to the Catalysts for Change organisations. Work with BayTrust and The Canterbury Community Trust and other foundations, collaboration with Impact Partners such as KPMG and Vodafone, and emerging relationships in the disability sector, are building broader work programmes and an ever-growing network of relationships.

A network of funders, corporates, international experts and community providers is emerging from the community and philanthropic sectors. Each party brings its own strengths and perspectives to support development and growth.

The Centre accesses a range of expertise from our core team of associates and Impact Network partners to provide the right support at right time. Tailored support for capacity development, leadership, social innovation and understanding impact is provided throughout the life of the relationship between the Centre and partner organisations.



Conclusion

The first year of the Centre for Social Impact has been exciting for both its teams and its network.

The support of Foundation North has enabled the Centre to innovate, adapt and grow, both in its own work and alongside that of its community and network partners.

There is substantial goodwill across its network to develop further the Centre's activity and impact, with the opportunity for regular reflection from its Board and its partners on ensuring the Centre delivers the value for the investment in its establishment.



Kia ora *Thank you*

