

2010 Annual Report

A focus on
Social Impact



the Centre for Social Impact

OUR INVESTORS

Our investors enable us to achieve our goals in social impact and we thank them for their continuing generosity.

CSI was established in 2008 with funding from the Commonwealth Government. The endowment of \$12.5 million has already been matched by funds pledged to CSI by our donors.

The following contributions have been made since we were established.

Cash	\$,000
AMP	1,000
Macquarie Group Foundation	600
National Australia Bank	400
PwC	500
Robin Crawford	700
Gonski Foundation	700
Warwick Negus	600
Petre Foundation	800
Sidney Myer Fund	30
Hunt Family Foundation	10
Ian Darling	10
Graduate Certificate Scholarships - <i>Chief Executive Women, Clayton Utz, Commonwealth Bank, Microsoft, Qantas Foundation</i>	75
Other	5

In-kind contributions

Business support	
Bain & Company	230
University of Melbourne	132
Event hosting	
AMP, CISCO, JBWere, NAB, Qantas Foundation, PwC, Telstra	412
At Melbourne Business School (for Chair at MBS)	
Helen Macpherson Smith Trust	500
MBS contribution	1,500
At Swinburne ACSIP Centre	
Donations and university contributions	1,450
At University of New South Wales	
UNSW for office support	552

TOTAL **11,206**

Again we thank you. You are critical to our success.

CONTRIBUTE

You can also invest in social impact.
You can make a difference.

\$500-1,000	provides a scholarship for not-for-profit volunteers or staff to attend a CSI executive course
\$5,000	provides a partial scholarship to study the Graduate Certificate in Social Impact, or a CSI dinner or lunch event
\$7,500	funds a CSI one-day event
\$10,000	secures a visit by a leading overseas expert

We are happy to tailor your sponsorship to your needs.

Please contact us on csi@unsw.edu.au or phone Anne Measday on (02) 9385 9897 if you would like to support CSI.

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OUR UNIVERSITY PARTNERS



Jennifer George, Dean
Melbourne Business School
University of Melbourne



Mike Donnelly, Dean
Faculty of Business & Enterprise
Swinburne University
of Technology



Alec Cameron, Dean
Australian School of
Business UNSW



Tracey Horton, Dean
UWA Business School
University of Western Australia



CSI is a collaboration of the business schools of four universities: the Australian School of Business at UNSW, Melbourne Business School, Swinburne University of Technology and UWA Business School. The business schools are assisted through CSI to deliver socially responsible management education, encouraging students to lift their gaze and widen their vision. CSI benefits from the distinctive perspectives and contributions of the four business school partners.

CSI offers to contribute to a joint chair, research and administrative support in each business school. On their appointment, the professors join CSI's executive team to help drive the collaboration and the expansion of CSI.

At CSI (WA) Professor Paul Flatau was appointed Chair of Social Investment and Impact at the UWA Business School. The appointment will help CSI make a distinctive contribution to social investment and impact.



Paul Flatau

“Paul Flatau has a strong track record of leading research focused on the economics of social exclusion – homelessness, long-term unemployment, poverty - and on government policies and community strategies to improve these conditions.

We look forward to Paul's leadership in this important new area of work in the UWA Business School. To complete this body of work, we are developing strong partnerships with philanthropists, not-for-profit organisations, governments and corporate social investors to find new ways to respond to the pressing social challenges that impact on all of our lives”.

Dean of the UWA Business School,
Winthrop Professor Tracey Horton

OUR MISSION AND GOALS

CSI'S MISSION IS TO CREATE BENEFICIAL SOCIAL IMPACT IN AUSTRALIA THROUGH TEACHING, RESEARCH, MEASUREMENT AND THE PROMOTION OF PUBLIC DEBATE.

We bring together the business, government, philanthropic and third sectors in a collaborative effort to build community capacity and generate social innovation. Our ambition is to help build an Australia renowned for its professionalism and competence in delivering community benefits and its capacity to generate social innovation. We bring a sense of urgency to the task of building a civil society that is open, inclusive and sustainable.

We seek to respond to the rapidly evolving needs of the social sector; the emerging framework of social entrepreneurship and social investment, the creation of social value and its measurement and the developing challenges of a new era of corporate responsibility and accountability. We offer the unique Graduate Certificate in Social Impact. Our students include social entrepreneurs who bring leading edge learning to their peers. Our partners from business, social enterprise, government and the philanthropic sector work with us to build organisational scale and capability in the sector.

We aim to deliver our mission in five key ways:

- By **promoting public debate** and influencing public policy
- through our **action based research**
- By **building collaborations and partnerships** and developing strong national and international affiliations
- Through the **creation and transfer of knowledge**, promoting best practice and keeping participants abreast of trends and developments in the social sector
- Through **our teaching program** which is aimed at supporting the next generation of leaders, providing professional development, mentoring and networking opportunities
- Through the **demonstration and measurement** of social impact.



Peter Shergold

We act in line with our values:

- We are driven by our core values of partnership and transparency.
- We are committed to accountability.
- We will retain our organisational flexibility.

"Thanks for all the work you do as it is of tremendous value to our society. I am a citizen who lives with disability and have drawn heavily from many of your articles."

Jamieanne Comyn,
Adelaide

HOW WE COMMUNICATE

CSI aims to promote relevant, practically applicable information that informs stakeholders of the activities of CSI and provides opportunities for learning and dialogue. We do this by creating effective channels of communication between the Centre and our diverse stakeholders. Our modes of communication include:

CSI Website	The website serves as a portal of information to learn more about CSI and its collaborative efforts in building community capacity and generating social innovation. www.csi.edu.au
CSI Blog	Every week the CSI blog shares information, news and commentary on issues and activities related to the area of social impact. blog.csi.edu.au
Knowledge Connect	Every quarter CSI produces Knowledge Connect, an online literature review of the latest thinking on social impact. www.knowledgeconnect.com.au
Social Business – latest news in the social economy	Every month in Social Business, Peter Shergold and Sky News presenter Brooke Corte discuss the latest news in not-for-profit activity, corporate responsibility, philanthropy and volunteering. www.csi.edu.au/site/Knowledge_Centre/Sky_Social_Business.aspx
Yakety Yak interviews with inspirational leaders	Every month, CSI convenes a ‘Yakety Yak’ dinner and conversation to hear from individuals who have shown exceptional leadership in the field of public and social innovation, corporate responsibility, social entrepreneurship or philanthropy. www.csi.edu.au/site/Knowledge_Centre/Yakety_Yak_interviews.aspx
Twitter	CSI uses this very popular form of social media to connect with individuals and organisations and instantly share information about CSI and the not-for-profit sector. twitter.com/csisocialimpact
Videos and Podcasts	There are a number of videos www.csi.edu.au/site/Knowledge_Centre/Videos.aspx and podcasts www.csi.edu.au/site/Knowledge_Centre/Podcasts.aspx on our website many of which feature academics or industry professionals talking about aspects of the not-for-profit sector.
Newsletter	CSI has an e-newsletter which is released every month that keeps the reader up to date on the latest news about CSI and the third sector. www.csi.edu.au/site/Knowledge_Centre/Newsletters.aspx
Publications	A number of publications produced by CSI are featured on our website with a view to inform public debate and sometimes provoke and challenge the status quo. www.csi.edu.au/site/Knowledge_Centre/Publications.aspx



OUR FOCUS AREAS

As capacity-builders our ambition is to help build an Australia renowned for its professionalism and competence in delivering community benefits and its capacity to generate social innovation. We do this by enabling and facilitating those working in or with the social sector to increase their impact.

Because the field of 'Social Impact' is very broad, so we have identified ten topic areas that are the focus of our efforts. All of our projects, initiatives and events fall within one of these ten focus areas. They are:

1. Social business and enterprise
2. Social entrepreneurship and social innovation
3. Leadership and capacity building
4. Demonstrating social impact
5. Community wellbeing
6. Social investment and philanthropy
7. Public and social policy
8. Corporate responsibility
9. Ethics
10. Pro bono and volunteering



SOCIAL BUSINESS AND ENTERPRISE

MUHAMMAD YUNUS – “BANKER TO THE POOR”



Muhammad Yunus

Muhammad Yunus, 2006 Nobel Peace Prize Laureate, came to Australia as a guest of Business for Millennium Development. CSI arranged two large public events during his visit. Yunus inspired an audience of around 1 000 people in each of Melbourne and Sydney on the topic of *'Abolishing Poverty - The Human rights Priority'*. Watch the video in the knowledge centre/video section on our website.

Professor Yunus established the Grameen Bank in Bangladesh, fuelled by the belief that credit is a fundamental human right. Grameen Bank has lifted millions of people out of poverty by disbursing billions of dollars in tiny loans to the poor. This concept of micro-credit is now a mainstream approach in dealing with poverty.

SKY SOCIAL BUSINESS

'Social Business' discusses the latest news in not-for-profit activity, corporate responsibility, philanthropy and volunteering. It focuses on key issues around social entrepreneurship, public and social innovation and the emergence of new social businesses. Co-hosted by CSI's Peter Shergold and Sky News presenter Brooke Corte, Social Business goes to air live on the second Tuesday of each month at 2.30pm on Sky News Business channel. The program is repeated during the following weekend.

[Reports and videos](#) from the shows are available in the knowledge centre/social business section on our website.



Brooke Corte and Peter Shergold



INTERNATIONAL RESEARCH CONFERENCE

In 2010 we held our inaugural CSI International Research Conference, called '**Intersecting Transformations: Business and the Third Sector**'. The conference looked at how business, non-profit and public sectors can work together to devise creative and innovative solutions to drive social impact. Our impressive line up of international academics included:

Professor Helmut Anheier, Heidelberg Centre for Social Investment: "From nonprofits and philanthropy to social investment"

[Watch interview in the knowledge centre/
video section on our website](#)

Professor David Grayson, Doughty Centre for Corporate Responsibility, Cranfield School of Management: "Social Intrapreneurship: an extra force for social innovation"

[Watch interview](#)

Professor Marthe Nyssens, Department of Economics, Catholic University of Louvain, Belgium: "Conceptions of social enterprise and social entrepreneurship: where is the Australian debate located?"

[Watch interview](#)

Professor David Vogel, University of California, Berkeley: "The role of governments, firms, and the third sector in addressing the global economic governance deficit"

[Watch interview](#)

Professor Sandra Waddock - Professor of Management in the Carroll School of Management, Boston College: "Imagining corporate responsibility in 2020: what roles for civil society and community?"

[Watch interview](#)

Their papers are published in the report on the conference proceedings.

View the [CSI Research Conference papers](#) in the knowledge centre/publications section of our website.

MARK LYONS ORATION

Professor Helmut Anheier presented the Mark Lyons Oration at CSI's international research conference. A colleague of Mark's for over 20 years, Professor Anheier discussed the significant impact that Mark had in connecting Australia to the international community. We were very pleased to have Mark's wife Carolyn Pettigrew and sons Bede and Benedict join us at the oration and dinner. View the [video](#) of the Oration in the knowledge centre/video section of our website.

The event was co-hosted by CSI and the Cosmopolitan Civil Societies Research Centre, UTS. Professor Mark Lyons was the Director of Research at CSI and Adjunct Professor of Social Economy at UTS. He died in November 2009.



Mark Lyons



SOCIAL ENTREPRENEURSHIP AND SOCIAL INNOVATION

SOCIAL INNOVATOR DIALOGUES

The Social Innovator Dialogues (www.sidialogues.org.au) bring internationally renowned leaders in social innovation together with local changemakers. CSI in collaboration with ASIX and TACSI run these events with an aim to challenge us to think differently about the big issues affecting our nations and communities and to find practical ways to integrate innovative approaches into our responses to unmet social needs.



Tonya Surman

The first international visitor was Ezio Manzini, one of the world's leading thinkers on design for social innovation and sustainability and Professor of Industrial Design at Politecnico di Milano. Christian Bason, Director of MindLab in Denmark, led a dialogue on the possibilities for co-creating an innovative public sector system. Tonya Surman (Centre for Social Innovation – Canada) focused on building system innovations and transformations that address the root causes of our social and environmental challenges.

“An excellent session. I will take this back and use it immediately. It really connected with my work in indigenous engagement.”

Participant in Christian Bason workshop

“The Social Innovator Dialogues are like a breath of fresh air, helping stimulate a new way of thinking”

Michael Kubler, participant in Tonya Surman masterclass, Adelaide



WOOLWORTHS FRESH FOOD RESCUE PROGRAM

CSI research was designed to help Woolworths deepen their understanding of food insecurity in Australia, identify regions that are at greatest risk and assess the capacity building needs of food rescue organisations. This research assists Woolworths with their Fresh Food Rescue Program launched in 2010 with the combined aims of significantly reducing food waste and providing food for 2 million meals for Australians experiencing food insecurity – those who run out of food and cannot always afford to buy more.

As part of the research, CSI developed an indicator that measured risk of food insecurity and also analysed the scale and scope of the network of existing food rescue organisations. Read more in our [research projects](#) section on our website.

Solving social challenges through web-based business ideas was the goal of the first Australian Social Innovation Camp, a groundbreaking competition combining social innovation and technology held in Sydney in March.

For competition winner Joy Suliman, the social problem she aimed to solve was the loneliness, isolation and confusion often faced by refugees when they first settle in Australia. Her idea was 'Refugee Buddy', a website to help volunteers link up with refugees who are in need of local knowledge, support and friendship.

Open to anyone with a web-based social innovation idea, the competition was an initiative of the Australian Social Innovation Exchange, and sponsored by CSI and NonprofitAustralia.



From left: Ronni Kahn (Ozharvest), John Webster (Foodbank), Greg Foran (Woolworths), Marcus Godinho (FareShare) and Russell Shields (SecondBite).

LEADERSHIP AND CAPACITY BUILDING

GRADUATE CERTIFICATE IN SOCIAL IMPACT

The Graduate Certificate in Social Impact was taught for the first time in 2010 through CSI's partner business schools: the Australian School of Business at UNSW, Melbourne Business School and Swinburne University of Technology's Faculty of Business and Enterprise. It will also be offered in 2011 by UWA Business School. We have received very positive feedback from students about the various courses and it is a testament to the hard work of Cheryl Kernot and her teaching team that the program has been such a success this year.

A number of scholarships were available to cover part of the costs of the program. We thank our sponsors who have made these scholarships available. This support enables students to apply where their economic circumstances might otherwise have precluded them from studying.



Cheryl Kernot and Paul O'Byrne

The foundations and companies providing scholarships in 2010 were AMP, Chief Executive Women, Clayton Utz, the Commonwealth Bank, Macquarie Group Foundation, NAB, PwC and the Shark Island Foundation. There will be additional new scholarship donors in 2011: KPMG, Microsoft, the Nelson Meers Foundation, the Qantas Foundation and the Yulgibar Foundation.



At the end of the year CSI hosted Commendation Awards for the Graduate Certificate in Social Impact in Melbourne and Sydney. The Awards recognised prize-winning students in the program together with scholarship winners and the valuable contributions of scholarship donors.

“The more I learn about the significant sustainable impact that social enterprises can make, through the Graduate Certificate, the more I want my future to be focused on collaborating across sectors to bring these ideas to life. This course provides me with the networks and knowledge to start this journey. Without the scholarship I wouldn't have been able to fund this opportunity, or obtain the mandate to apply the course learnings within my organisation.”

Georgina de Beaujeu, Red Cross Australia – winner of the Commonwealth Bank scholarship

“Microsoft is delighted to be able to support the Centre for Social Impact through the provision of a Microsoft scholarship for the Graduate Certificate in Social Impact program in 2011. Thank you for what you and your team at the Centre continue to do for our community now and in the future.”

Simon Edwards,
Director of Corporate Affairs, Microsoft Australia



KNOWLEDGE CONNECT

Knowledge Connect (www.knowledgeconnect.com.au) is a quarterly literature review of the latest thinking on social impact. It provides succinct summaries of publications noteworthy to social sector leaders and innovators. Through its editorial selection from a broad and eclectic range of international sources it seeks to stimulate dialogue within the social sector. In 2010 Knowledge Connect went online. A new issue is uploaded to the site each quarter and readers can engage in discussion through adding comments to the site.

Luncheon seminars are held to facilitate discussion on the topic covered in each issue. These sessions, hosted by JBWere, continue to be very successful.

YAKETY YAK

In our monthly '**Yakety Yak**' (www.csi.edu.au/site/Knowledge_Centre/Yakety_Yak_interviews.aspx) dinner and conversation series, we hear from individuals who have shown exceptional leadership in the field of public and social innovation, corporate responsibility, social entrepreneurship or philanthropy. The evenings involve an interview with broadcaster Peter Thompson, followed by a facilitated discussion with a small invited audience of leaders from the public, private, community and academic sectors.

Our interviews in 2010 were conducted with:

- [Stephanie Alexander](#),
- [Robyn Archer](#),
- [Michael Chaney](#),
- [Audette Exel](#),
- [Greg Hutchinson](#),
- [Michael McLeod](#),
- [Rupert Myer](#),
- [Daniel Petre](#).

These interviews can be found in the knowledge centre/yakety yak section of our website.



Daniel Petre

“Thank you so much for inviting me to your Yakety Yak event. It was a very interesting and thought provoking evening from which I learned a great deal. “

Joss Evans, CEO,
INNOVIC

DEMONSTRATING SOCIAL IMPACT

PWC TRANSPARENCY AWARDS

CSI is a co-sponsor of the PwC **Transparency Awards** along with the Institute of Chartered Accountants. The annual PwC Awards aim to improve transparency and quality of reporting in the not-for-profit sector. The awards provide an opportunity for not-for-profit organisations to demonstrate that transparency and quality of reporting are taken seriously.

CSI provided scholarships to all entrants of the 2010 Awards to attend CSI's executive course on transparency reporting. Nominees also received an in-depth feedback report, identifying their strengths and the areas in which the reporting process can be improved.



Simon Miller and colleagues with Transparency Award judges

SOCIAL RETURN ON INVESTMENT (SROI)



Jeremy Nicholls

CSI (WA), at the UWA Business School, hosted BHP Billiton Visiting Expert in Social Impact, Jeremy Nicholls in April. While in Perth Jeremy delivered tailored programs to the BHP Billiton Social Investment team and their community partners from across the Pilbara. Open programs were offered to the wider not-for-profit community in WA with over fifty organisations receiving SROI training during the visit.

Jeremy Nicholls also visited Sydney, where he delivered open programs of one and two days' duration to a large number of organisations.

“The SROI workshop was a valuable opportunity to learn about an emerging measure of genuine impact (from all perspectives) on the lives of people we are working with.”

Gayle Osborne,
at Jeremy Nicholls
executive course
in Sydney



SOCIAL INVESTMENT AND PHILANTHROPY

SIR RONALD COHEN ON SOCIAL IMPACT BONDS

Sir Ronald Cohen visited Australia and presented at an event co-sponsored by CSI, Ecotrust Australia and SVA and hosted by the Macquarie Group Foundation.

He summarised the UK Social Investment Task Force's origins, achievements, and challenges over its ten-year history; where he sees the greatest opportunities for further scale and impact; and provided commentary on what might take place in Australia, and what systems conditions will be required to achieve gains in the field here.

He also talked to Peter Shergold about the emerging asset class of Social Impact Bonds on Sky Social Business.



Sir Ronald Cohen

FINANCIAL EXCLUSION AND MICRO-ENTERPRISE LOANS

On behalf of NAB, CSI conducted a [research project](#) to develop a financial exclusion indicator. There is a lack of relevant current evidence on financial exclusion in Australia and the key objective of this project was to define and deepen understanding of financial exclusion in Australia and its relationship with social and economic disadvantage. The research project is developing a definition of financial exclusion and using existing and new data to map and quantify financial exclusion in Australia. It is envisaged that the Financial Exclusion indicator can be measured on an annual basis.

CSI also undertook a study to evaluate the inputs, outcomes and impact of [NAB's Microenterprise Loan](#) program. To evaluate the program a qualitative study with a small sample of loan providers, partner organisations and loan recipients was conducted in the first stage of the study, with a quantitative survey with loan recipients planned for the next phase.

CHALLENGING ASSUMPTIONS IN INDIGENOUS FUNDING



Andrew Hewett, Jaleesa Donovan and Tom Calma

CSI together with our partner, the Asia Pacific Centre for Social Investment and Philanthropy at Swinburne, and Oxfam presented a workshop in Sydney hosted by Deloitte. The objective was to help inform and inspire the philanthropic community to become more engaged and make more effective social investments for Aboriginal and Torres Strait Islander people. The program featured practitioners working at the interface between philanthropy and indigenous communities.

INVESTING FOR IMPACT WORKSHOPS

CSI conducted two Investing for Impact conferences, in Melbourne and in Sydney. These events brought together social businesses and investors to explore and develop new ways of mobilising capital to drive positive social, environmental and economic change. The events showcased local and international examples in impact investing and discussed the key challenges facing broad adoption of impact investing by philanthropic and institutional trustees.

CORPORATE RESPONSIBILITY

QANTAS LECTURE ON SOCIAL IMPACT – JOHN ELKINGTON

John Elkington visited Australia in October to present the third annual Qantas Foundation Lecture on Social Impact, as a guest of the Qantas Foundation. John is a world authority on corporate responsibility and sustainable development, and coined the phrase 'triple bottom line'. He is founding partner and executive chairman of Volans, and co-founder of SustainAbility. John also presented in Melbourne. During his visit CSI offered a workshop for sustainability and CSR managers. 'The C-Suite Agency: managing sustainability top-down and bottom-up' in Sydney and Melbourne.



John Elkington addresses the audience

MATERIALITY PROJECT- WOOLWORTHS

CSI analysed internal perspectives on materiality from the perspective of Woolworths. Material issues with respect to corporate responsibility and sustainability are those that substantively influence the assessments and decisions of stakeholders, who may be able to have significant impacts on a business. However, there is no firm consensus on how to measure materiality, and as an emerging approach in corporate responsibility, it remains a difficult concept to accurately calculate. This research looked to measure materiality by using nine different tests - informed by previous research - to capture a variety of perspectives and data sources on materiality.

EMPLOYEE-COMMUNITY PARTNERSHIPS STRATEGY - STOCKLAND

In November CSI participated in the Stockland Employee-Community Partnerships Strategy Day, with Stockland general management and community partnership team members. Peter Shergold gave a presentation about how best practice community partnerships are working between corporates and community organisations, to provide a framework for the rest of the session. Les Hems joined Woolworth's Rebekah Earp in a break out session sharing insights and learnings on the Food Recovery Program conducted with Woolworths and CSI. Mei-Ling Ho was also a participant in the strategy day.



PUBLIC AND SOCIAL POLICY

SOCIAL IMPACT BONDS

CSI provided consultant support to NSW Treasury to help deliver a pilot of the Social Impact Bond financial instrument that pays a return to investors based on the achievement of agreed social outcomes. The piloting of a Social Impact Bond is directly aligned with CSI's mission and is of the highest strategic priority in terms of delivering and scaling up social innovation, and transforming the funding arrangements for third sector organisations that deliver public services and address key public policy issues. The [report](#) can be found in the knowledge centre/publications section of our website.

The CSI team which led this initiative included Director of Research [Les Hems](#), Director of Social Business [Cheryl Kernot](#), Social Investment Fellow [Kylie Charlton](#), Macquarie Group Research Fellow James Cutts, and UWA Business School researchers. Professional financial and legal advice for the project was provided by JBWere, Macquarie Group and Corrs Chambers Westgarth.

SOCIAL PROCUREMENT

December saw the launch of [‘Social Procurement in Australia’](#) in Brisbane, Melbourne and Sydney. The report builds on the [‘Social Procurement Guidelines for Victorian Government’](#) launched in October. Commissioned by CSI, the report was developed by Foresters Community Finance in consultation with Social Traders, Brisbane City Council, Parramatta City Council and the Victorian Department of Planning and Community Development. It looks at how governments, corporations and non-profit sector organisations can use their purchasing power and procurement processes to generate positive social impacts. The report is aimed at those planning to develop social procurement policies or procedures in their organisations.

The report contains a series of case studies designed to unpack some of the concepts and ideas presented in the Social Procurement in Australia report. They represent only a handful of the many examples of social procurement that were identified over the course of the research but nevertheless provide an important opportunity to examine more deeply the practicalities of developing social procurement in different settings and contexts. These case studies were chosen because they highlight some of the key learning for both suppliers and purchasers and therefore contribute to the development of further knowledge in relation to social procurement more broadly.

PARTNERSHIP FORUM WA

Peter Shergold chaired a forum overseeing the relationship between the public and community sectors in WA. The Partnership Forum was announced by WA Premier Colin Barnett in May 2010. Premier Barnett said that government agencies are not always best placed to help those most vulnerable in our society.

“This Government trusts the community sector and it is demonstrating that trust by empowering organisations to provide their services in the best possible way to people who need the most help,” he said.

The Partnership Forum comprises equal numbers of public and community sector leaders, and meetings commenced in the second half of the year.



COMMUNITY WELLBEING

ARTS PLUS – NEW MODELS, NEW MONEY

2010 saw the launch of a new report **'Arts Plus - New Models, New Money'** prepared by CSI and Arts Queensland which calls for the establishment of a Foundation for the Artist - to bring together public, private and corporate funding for artists and the creation of new work. This report presents and analyses the findings from an Australia-wide research and consultation process into the concept of a Foundation. A second project to detail what a Foundation would look like was commenced late in 2010 for the Department of the Environment, Water, Heritage and the Arts, with the support of Arts Queensland.



COMMUNITY WELLBEING INDICATORS - PARRAMATTA AND RYDE

CSI researched and wrote two community wellbeing reports, one for Parramatta City Council and the other for Ryde. Both reports will be published in 2011.

The Parramatta report examined social disadvantage using six measures: learning, earning, housing, health, safety and justice, and belonging, participation and accessibility. In each area CSI looked for key indicators that would show the social state of the people of Parramatta.



The Ryde report examined the wellbeing of the residents in the city of Ryde, in several aspects: connectivity, prosperity, liveability, well-being, harmony & culture, environment, and progressive leadership.



SCHOLARSHIPS TO INDIA FOR YOUNG LEADERS

CSI provided a scholarship to Emma Weaver to attend the eight week PRIA International Internship program. Emma is a community development worker at the Victorian Migrant Resource Centre North West. She travelled to India for the program which included visits to two different regional sites, to learn about development issues on the ground. Read Emma's [report](#).



Emma Weaver in India

A second scholarship was provided by CSI to Oxfam Action Partner Jaleesa Donovan to travel to India in November to join 300 other young people from 98 countries as they share their vision for creating positive changes in their communities.

"I aspire to provide a support network for young Indigenous Australians to nurture their talents and visions, and to work towards creating an identity of culture in the community and informing young Indigenous Australians of their rights. For me this comes down to education, creating projects to keep young people interested instead of steering down a road of drugs, alcohol and an abusive life,"

Jaleesa Donovan – CSI scholarship winner and Oxfam Action Partner

PRO BONO AND VOLUNTEERING

MEASURING LEGAL PRO BONO CONTRIBUTION

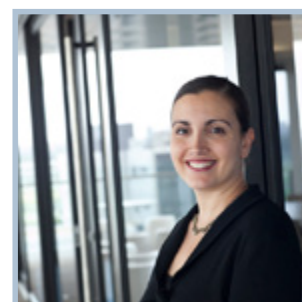
CSI research director, Les Hems, presented at the National Access to Justice and Pro Bono Conference. He presented on qualitative measures of pro bono and evaluation methods and examined the challenges of measuring and valuing legal contribution through pro bono.



Les Hems

EXECUTIVE EDUCATION – MANAGEMENT OF VOLUNTEERING

Debbie Haski-Leventhal, facilitated the 'Management of Volunteers' course in Sydney to coincide with National Volunteer Week. The workshop provided a terrific opportunity for participants to explore how to motivate and engage volunteers and to develop a volunteering strategy.



Debbie Haski-Leventhal

OTHER VOLUNTEERING INITIATIVES

CSI supported the Volunteering Australia Conference in October through the participation of a number of staff. Peter Shergold, Les Hems, Debbie Haski-Leventhal and Patrick McClure presented papers.

The United Nations Volunteer Programme invited Debbie Haski-Leventhal to attend a consultation meeting for the UN 'State of the World's Volunteerism Report' in Bangkok in January 2011. She has also been selected to write briefs for part of the report which aims to promote a better understanding of volunteerism and recognise the contributions of volunteers to society.



ETHICS

ETHICS FELLOW, THIRD SECTOR



Patrick McClure

Patrick McClure was appointed in July as CSI Ethics Fellow, Third Sector. The objectives of the role are to promote debate and influence public policy on applied ethics as it relates to Third Sector organisations and provide consultancy and confidential advice on ethical issues in Third Sector organisations. This also includes the development of organisation codes of conduct and codes of ethics.

SIDNEY MYER FUND GRANT

The Sidney Myer Fund has provided a grant of \$30,000 to CSI to support role of CSI Ethics Fellow, Third Sector. The funding enables CSI to build capacity and improve decision making among CEOs and boards of third sector organisations and enhance informed debate and awareness in the sector.

EXECUTIVE EDUCATION IN ETHICS

CSI offers an executive course "Making Ethical Decisions in Third Sector Organisations" for CEOs, board members and senior executives managers of foundations and corporate staff involved in partnering, volunteering and funding organisations.

The course focuses on how to enhance ethical decision-making and develop an ethical culture in Third Sector organisations. The course was delivered three times in 2010 and received excellent evaluations from participants. Donors have provided funding for this course to be offered to their supported community partners and other third sector organisations.

As usual CSI have provided a course that was thought provoking and I really appreciate the fact that it included a model that can be applied to work practice.

Jayne Meyer-Tucker, at Making Ethical Decisions in Third Sector Organisations

The ethics course was very valuable with practical tools that I will be able to apply in my organisation. This kind of program should be a must for senior executives across all sectors.

Participant in Making Ethical Decisions in Third Sector Organisations course



WHAT YOU CAN LOOK FOR IN 2011

In 2011 CSI will continue to engage with a wide range of interested supporters to explore emerging issues in social impact.

TEACHING

In the Graduate Certificate of Social Impact we will continue to deliver a high quality program to practitioners from the government, corporate and third sectors. We will commence teaching the program at UWA Business School. We will introduce, across the partner universities, a new experiential course involving a field project and commence design of new cross-disciplinary courses. We will also establish an alumni network and provide the support for it to develop strongly and connect closely with CSI activities. We will also start to measure the social impact of the alumni, including a sub-cohort of scholarship holders.

EXECUTIVE EDUCATION AND EVENTS

We will continue to offer a wide range of executive education programs, events and forums for discussion of contemporary issues in a variety of settings. We will monitor and harness emerging technologies and delivery mechanisms to provide greater reach, convenience and efficiencies through such developments as webinars and online discussion forums.



RESEARCH

We will continue to focus on key problems relating to the creation of beneficial social impact at the intersection of the three sectors – not-for-profit, business and government – to provide a knowledge base for practitioners. The research program will comprise a portfolio of research ranging from short-term client-specified applied projects to long term academic research funded by the Australian Research Council.

We plan to run an annual International Research Conference in 2011 and actively engage in a range of forums in which social impact special interest groups have been established. We will also hold regular seminars and webinars.

COMMUNICATIONS AND SOCIAL MEDIA

We will deepen our engagement with CSI stakeholders. This will be achieved by:

Promoting debate and listening

We will move from an emphasis on on-line broadcasting of news to encouraging interactive discussion through more conversations using social media: [Twitter](#), the [CSI blog](#) and the Sky Business program, [Social Business](#). We will keep abreast of trends in social media that will be useful for CSI in our efforts to drive positive social change and in our role as a capacity builder across sectors.

Sharing and targeting knowledge

We will launch a new, improved website which will make it easier for users to access information. We will provide our knowledge resources in a number of different ways to provide for different depth and reach of the content.

Listening to key themes and issues to inform CSI research and initiatives

We will listen to our stakeholders to ensure our activities continue to address the key emerging themes in social impact.

Catering for specific audiences within the broader area of social impact

We will nurture networks within the CSI supporter base and use these to promote the knowledge we generate.

PERFORMANCE AGAINST KEY MEASURES

2010 was a year of exciting events and great accomplishments for CSI. The following section depicts all our achievements against key performance indicators for each of our six goals. The following section also shows that from the inception of CSI in mid 2008 we have successfully progressed towards achieving our desired goals and left our social footprints behind.

GOAL 1: INTERNATIONAL RECOGNITION

To gain international recognition for responsible and ethical education by being the centre of excellence in the areas of philanthropy, third sector, corporate social responsibility and social finance and investment

Measure 1.1 – Rankings against business schools in terms of commitment to socially responsible management and education

The graduate certificate program commenced and was taught for the first time in 2010. No ranking is yet available.

Measure 1.2 – Relationship with institutions and groups

Affiliation

CSI is affiliated with nine international organisations.

- Arnova - The Association for Research on Nonprofit Organizations and Voluntary Action
- BSR - Business for Social Responsibility
- CIVICUS – World Alliance for Citizen Action
- EABIS - The Academy of Business in Society
- ISTR – International Society of Third Sector Research
- NACC – The Nonprofit Academic Centres Council
- PRME – Principles of Responsible Management Education
- SROI Network – Social Return on Investment
- UN Global Compact



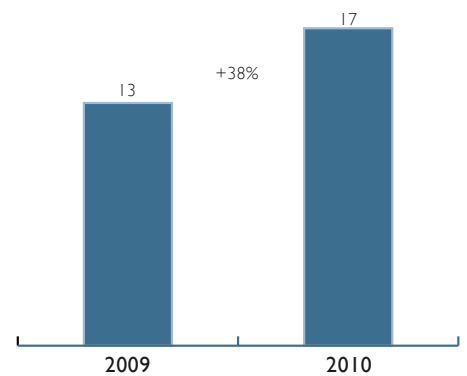
International Presenters

We hosted visits by twenty international academics and other experts in the third sector in 2010 compared to 13 such visits in 2009 - a 38% increase over the year. The presentations took place in Sydney, Melbourne, Adelaide and Perth.

The international visitors were:

- Helmut K. Anheier, Dean, Hertie School of Governance
- Christian Bason, Director of MindLab, a cross-ministerial innovation unit in Denmark
- Sir Ronald Cohen, Chairman of Bridges Ventures and The Portland Trust
- John Elkington, Volans
- Barry Gaberman, philanthropist and past senior vice-president of the Ford Foundation
- David Grayson, Director, Doughty Centre for Corporate Responsibility, Cranfield School of Management
- Jonathan Greenblatt, Social entrepreneur and co-founder of Ethos Water
- Ezio Manzini, Professor of Industrial Design at Politecnico di Milano, Director of the Research Unit Design and Innovation for Sustainability
- Jeremy Nicholls, President of SROI UK
- Marthe Nyssens, Professor at the Department of Economics of the Catholic University of Louvain, Belgium
- Jonty Olliff-Cooper, Head of DEMOS Progressive Conservatism Project in the UK
- Paul Reed, Director, Centre for Applied Social Research, Carleton University.
- Tonya Surman, Co-founder and executive director of the Centre for Social Innovation in Toronto
- Wayne Visser, Founder and Director of CSR International, Senior Associate at the University of Cambridge Programme for Sustainability Leadership.
- David Vogel, Solomon P. Lee Chair in Business Ethics, University of California Berkeley
- Sandra Waddock, Professor, Carroll School of Management, Boston College.
- Muhammad Yunus, Nobel Peace Prize winner 2006, Founder of Grameen Bank

INTERNATIONAL PRESENTERS



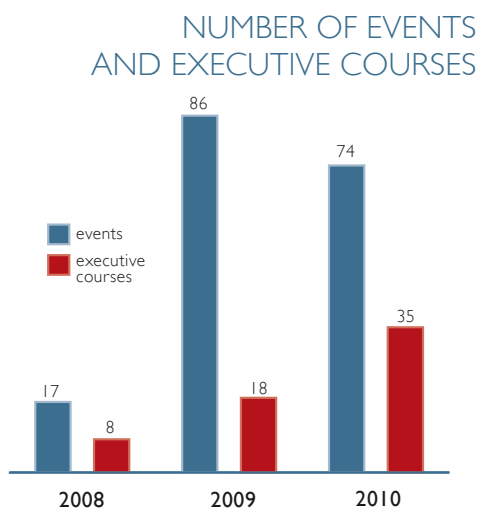
GOAL 2: LEARNING

To have a beneficial social impact through the influence of our opportunities for graduate teaching and executive development

Measure 2.1 – People attending academic and executive courses

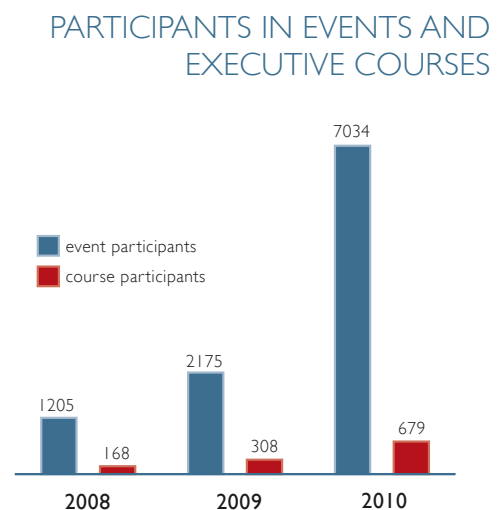
Events

CSI events provide a way to share knowledge, generate innovative ideas and provide participants with an opportunity for in-depth discussions. In 2010, 75 events were organised by CSI which is slightly fewer than last year. However, the number of participants in these events increased by 223%.



Executive courses

CSI held 35 executive courses in 2010 which is almost double last year. The number of attendees also doubled from 308 to 697. The new courses which were introduced in the year focused on ethics in the third sector.



Postgraduate Courses

The Graduate Certificate in Social Impact program was taught at the three founding partner universities in 2010. It consists of 4 courses.

At UNSW

- 34 students enrolled in the program
- The number of enrolments in the four courses was 68.

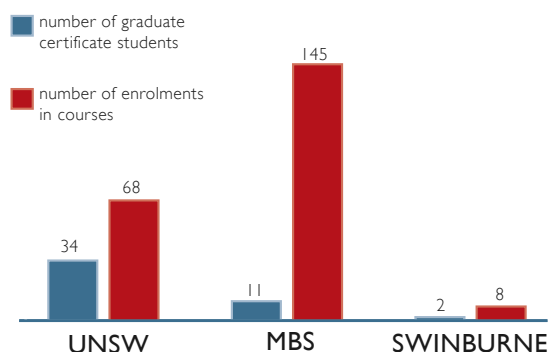
At Melbourne Business School

- 11 students enrolled in the program
- The number of enrolments in the courses was 145. Most of these were MBA and exchange students.

At Swinburne

- 2 students enrolled in the program
- The number of enrolments in the one course taught at Swinburne was 8.

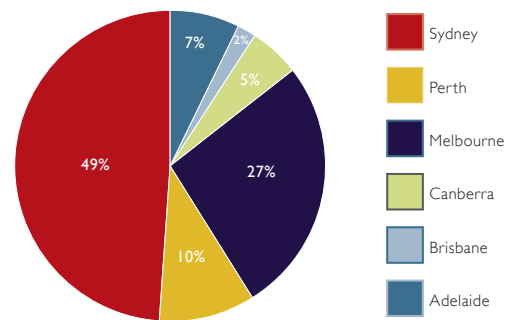
GRADUATE CERTIFICATE IN SOCIAL IMPACT



Events Coverage

Almost half the events in 2010 were held in Sydney (49%). The remainder took place in the other capitals: Melbourne (27%), Perth (10%), Adelaide (7%), Canberra (5%) and Brisbane (2%).

EVENTS LOCATION



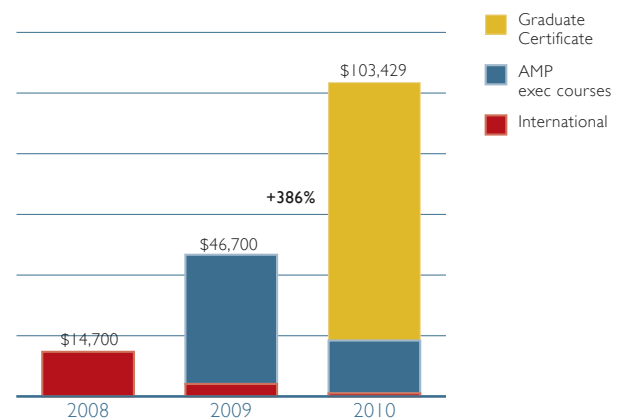
Scholarships

CSI offers a number of scholarships for the Graduate Certificate in Social Impact program, executive education and international programs. These scholarships are awarded to encourage students and executives to engage and learn about social impact and how they can play a positive role in the society in which they live.

The scholarships awarded in 2010 were

- AMP executive education – **48**
- Graduate Certificate in Social Impact program – **14**
- International (PRIA and Oxfam) – **2**

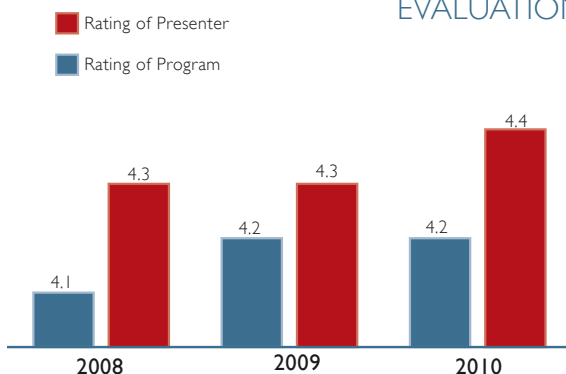
CSI SCHOLARSHIPS 2010 vs 2009 vs 2008



Measure 2.2 – Participant Assessment of Executive Courses

Student evaluation gives us valuable feedback on the quality of the executive courses offered by CSI. It also helps us to improve future courses and offerings. Ratings are measured on a five point Likert scale. A scale of 4.0 or above is considered highly satisfactory.

COURSE AND PRESENTER EVALUATION



Rating of program and presenter

Participants' average response to the question "How would you rate the overall program?" was 4.2, the same as last year.

The response to the question "How would you rate the presenter?" rose to 4.4.

GOAL 3: PRACTICAL RESEARCH

To undertake and publish practical research that informs public debate and where necessary provokes and challenges the status quo

Measure 3.1 – Research projects under way and case studies developed

Research reports

We published five reports during 2010:

- Arts Plus - New Models, New Money (Jun 2010)
- Managing for Recovery (Feb 2010)
- Social Procurement in Australia (Dec 2010)
- Woolworths Fresh Food Rescue (to be published in 2011)
- Corporate Responsibility in Australia: Analysis of the Corporate Responsibility Index (May 2010)

Other research projects underway in 2010 were:

- NAB Microenterprise Loans
- NAB financial Inclusion
- Awareness for Action Parramatta
- Social Issues for the city of Ryde
- Pilot Social Impact bond in New South Wales
- Woolworths Materiality Project

See our [research projects](#) section on our website for full reports.

Case studies developed

We completed four case studies during the year:

- Infoxchange Australia
- Australian Red Cross
- ShareLife
- Vision Australia

Academic publications

Andreas Ortmann and Debbie Haski-Leventhal published a total of eleven academic articles during 2010.

Andreas Ortmann wrote two entries in H.K. Anheier and S Toepler (eds.), International Encyclopaedia of Civil Society, Berlin: Springer, 2010. One is 'Economic Theories of Nonprofit Organization' and the other is 'International Committee on Fundraising Organizations'.

Measure 3.2 – Ability to attract research funding

CSI earned \$423,000 in research funding during the financial year to 31 December 2010. This was a 62% increase over research funding received in the previous financial year.



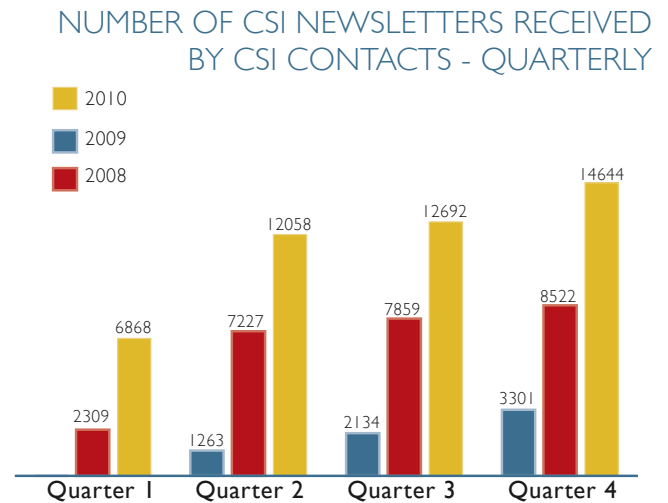
GOAL 4: COMMUNICATION

To create effective channels of communication between CSI and our diverse stakeholders

Measure 4.1 – Newsletter distribution, social media, periodic publications and responses

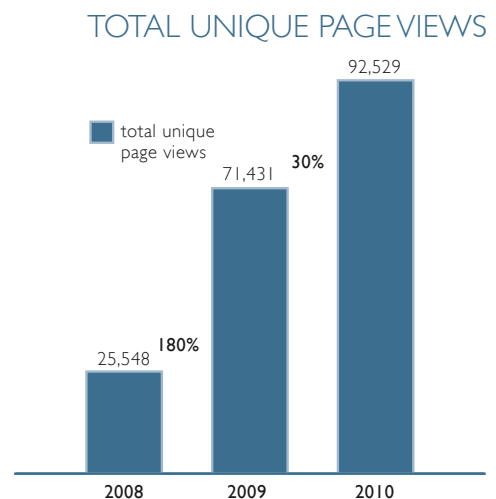
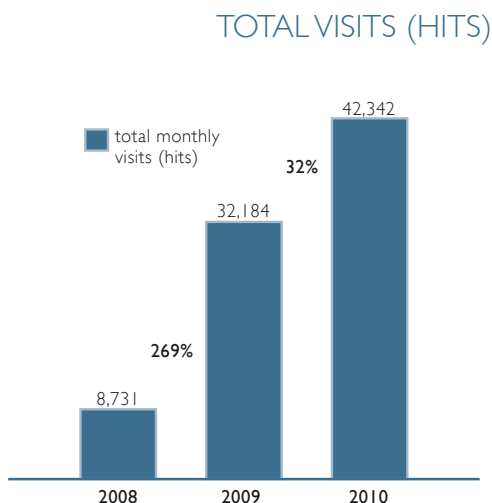
Newsletter

Newsletters were published monthly to build long term relationship and to keep our contacts well informed about CSI activities and initiatives. Our total contact numbers in the CSI database have increased substantially by 64% compared with 2009.



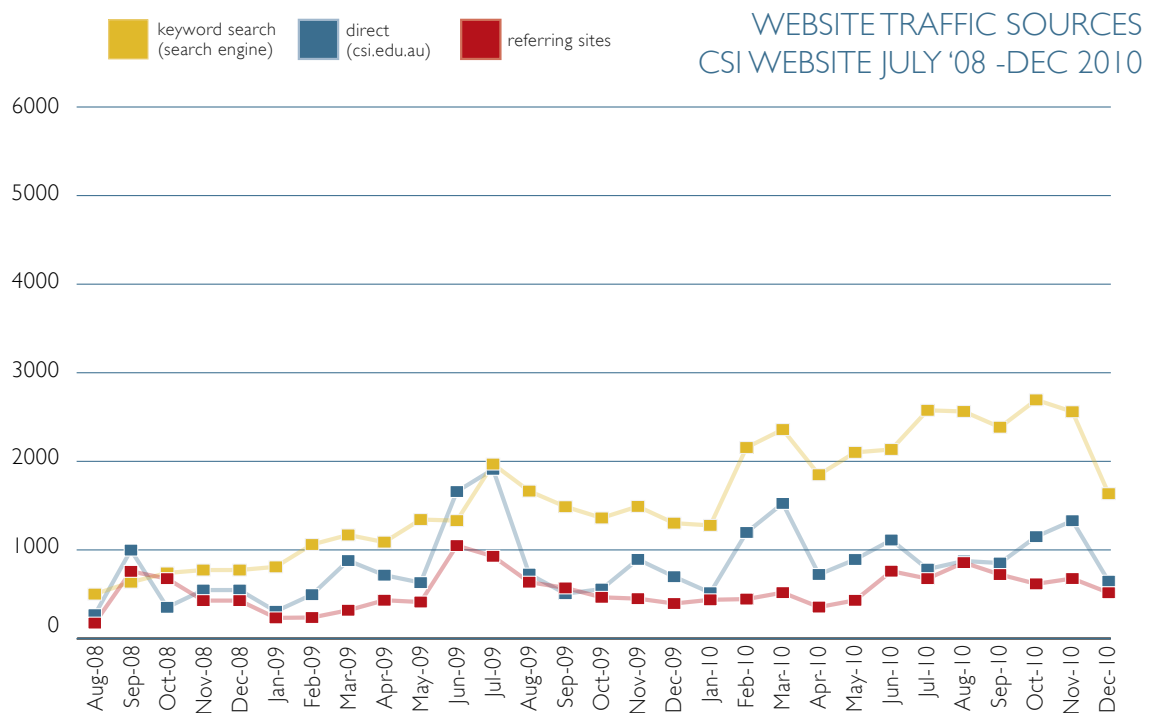
Website

The CSI website has undergone substantial change over the course of the year, with efforts to improve the frequency of news, and changes to navigation and aesthetics. The website traffic has steadily increased with key initiatives and reports such as “Managing for recovery” and “New models, New Money” contributing to increased traffic. We also improved coding & trafficking functionalities to provide richer insights into what areas of the site people are visiting most. In this way we will be able to improve the experience for the visitor.



Total monthly visits to our website in 2010 were 42,342 and total unique page views were 92,529 (representing 32% and 30% increments respectively compared to 2009). However, attention should be given to the average length of time a viewer stays on our site; this decreased by 22% in 2010.

In 2010, a priority has been to increase traffic through referring sites. Social media sites such as Twitter and Facebook are also becoming more important as referring sites, especially since the launch of CSI's twitter feed.



Knowledge Connect Literature Review

In 2010, Knowledge Connect, our literature review, focussed on the following key themes to encourage thought, debate and discussion.

Autumn 2010: Engaging in Public Policy

Winter 2010: Leadership and Creating Social Movements

Summer 2010-2011: Ethics in the Third Sector

Knowledge Connect is now available online at www.knowledgeconnect.com.au

Videos and Podcasts

During 2010, CSI produced 14 videos on various topics and published them on the website to encourage listeners to think about new ideas and innovation. In 2009 20 videos were produced.

The top 5 videos were

- The end of corporate social responsibility?
- Thought Leadership Event: social entrepreneurship
- Welfare To Work Scotland Convention 2009
- Social Innovation
- Third Sector transparency, accountability & performance

Other Publications

CSI papers

Five CSI papers were published during the year: one background paper, two issues papers and two lecture series. In 2009 21 papers were published and in 2010 the emphasis was placed on other communications.

Access the full range of [publications](#) in the knowledge centre/publications section on our website.

Government submissions

CSI undertook projects for seven governments, ranging from the Federal to States to local government, during 2010 on six different projects. These included:

- Social Procurement research for the Victorian Government, Brisbane City Council and Parramatta City Council
- Research into a pilot Social Impact Bond for the NSW Government
- Research on a Foundation for the Artist for the Commonwealth and Queensland Governments
- Research into key social issues in Parramatta for the Parramatta City Council
- Research into key social issues in Ryde for the Ryde City Council
- A project on Australian social enterprises with Parramatta City Council

In addition CSI conducted events for three governments: the Federal Government of Australia, the Canadian and the Abu Dhabi governments.

Public profile

Conferences

CSI staff spoke at 36 conferences during 2010. The staff involved were Debbie Haski-Leventhal, Les Hems, Cheryl Kernot, Patrick McClure, Peter Shergold and Gianni Zappala.

Speeches

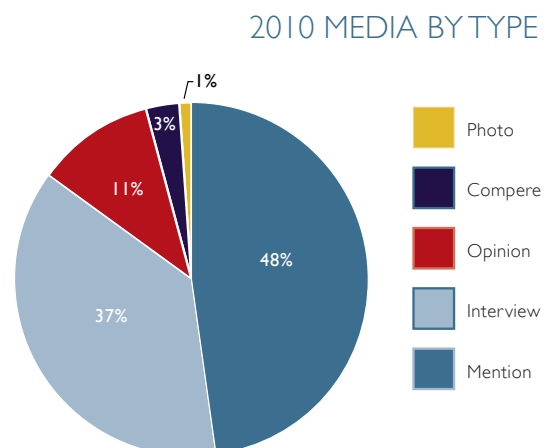
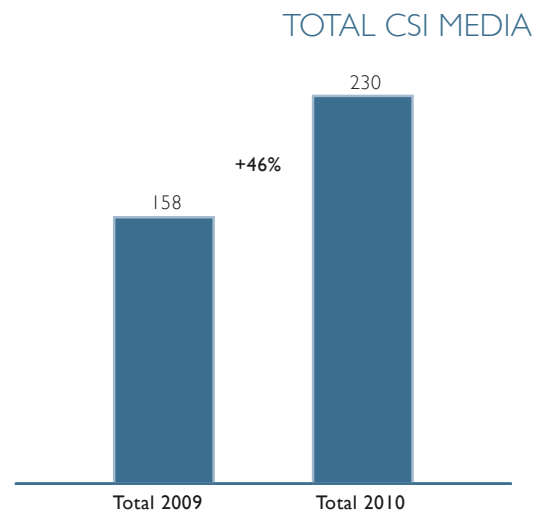
In addition to the 36 conference presentations, 88 speeches were delivered during the year by Kylie Charlton, Debbie Haski-Leventhal, Les Hems, Cheryl Kernot, Patrick McClure, Peter Shergold and Gianni Zappala.

Articles

A number of CSI academic staff published articles during 2010. In total 40 articles were published, written by Kylie Charlton, Cheryl Kernot, Michael Liffman, Patrick McClure, Peter Shergold and Gianni Zappala. They were published in sector journals and the mainstream press.

Media

In 2010, CSI received media coverage on 230 occasions which is 48% higher than last year. Good coverage was received through interviews (37%) and opinion pieces (11%).



GOAL 5: COLLABORATION

To facilitate successful collaboration between the business, government and third sectors in the proactive pursuit and advocacy of beneficial social outcomes

Measure 5.1 – Annual impact survey of stakeholders

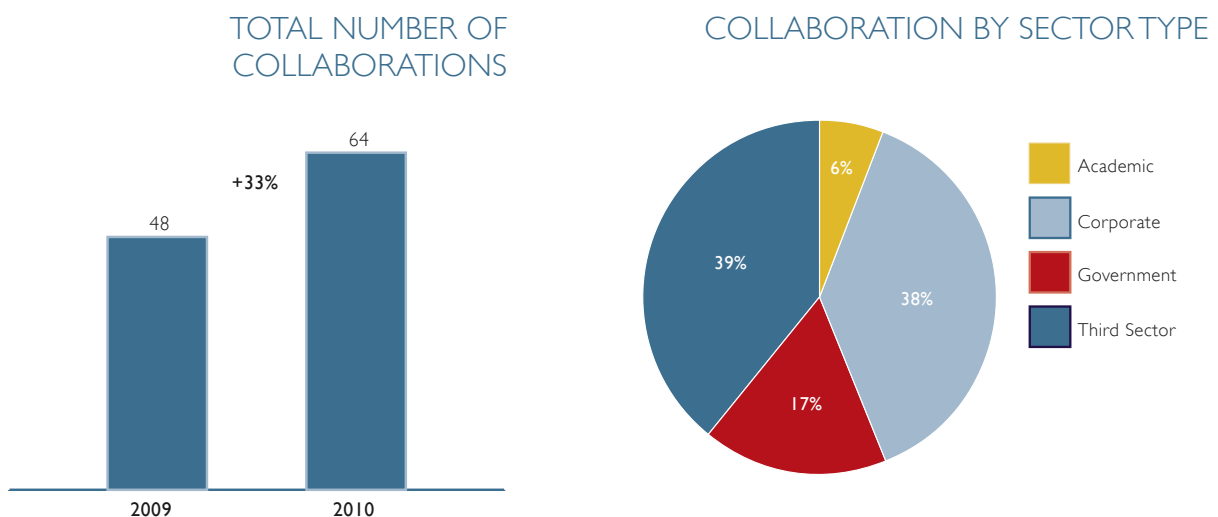
CSI conducted research with stakeholders on how CSI can best create social value. We completed a number of focus groups in Sydney and Melbourne, and around 20 phone interviews nationally, to further explore the insights gained through the survey conducted earlier in the year. Learnings have been incorporated into our strategy review and will continue to be instrumental in our planning process.

Key findings were:

- the importance of research that is action-oriented and practically applicable
- the importance of developing case studies that demonstrate learning in action
- the leadership role that CSI can play in promoting the need for and consistency in demonstrating social impact
- the opportunity for CSI to become a centre for learning and ideas
- the role of CSI in promoting open, genuine collaboration within and across sectors.

Collaborations and partnerships

Through our collaborations we engage with all sectors to understand the emerging issues and the social innovation that is possible at the intersection of the sectors. The total number of collaborations increased by 33% in 2010 and encompassed the following sectors – Academic (6%), Corporate (38%), Government (17%), and the Third Sector (39%). We collaborate to undertake research, create and transfer knowledge, improve our teaching program, influence public policy and promote public understanding and debate.



GOAL 6: SUSTAINABILITY

To build a sustainable base of expertise and funding to achieve our purpose over the long term

Measure 6.1 – Retention of intellectual expertise

At the end of 2010 there were 24 CSI staff. The effective full-time equivalent was 16.5. Two of our contracted part-time staff moved on to other roles and one staff member completed a one-year contract.

Measure 6.2 – Ability to attract funding to match the Commonwealth Government endowment

As reported previously, CSI was established in 2008 with funding from the Commonwealth Government and funding from philanthropists and corporate supporters. Donations have been pledged which exceed the goal of matching the Commonwealth Government's \$12.5 million endowment.

Matching cash and in-kind contributions received to the end of 2010 total more than \$11.6 million. A total of \$13.5 million will be received by the end of 2011. This exceeds the goal set by the Commonwealth.

Further fundraising continues to provide a capital base to build the long-term sustainability of the Centre.

Measure 6.3 – Interest on capital endowment

As previously reported, the Commonwealth endowment is invested for a period of five years in Australian government bonds and a government-guaranteed term deposit. The proportion of core costs covered by the interest is 34%.

Measure 6.4 – Financial Statements

See over



CSI FINANCIAL STATEMENTS

FOR THE YEAR END 31 DECEMBER 2010

PROFIT & LOSS

	2010	2009
Income		
Commonwealth Grant Matching Funding	3,269,647	6,835,864
Donations & Sponsorships	1,409,200	2,900,000
Executive Programs	83,822	75,722
Graduate Certificate	151,824	
Research Revenue	66,212	
In Kind Contributions	1,069,278	1,706,736
Interest	1,230,616	1,189,620
Projects	357,045	259,545
Other	11,500	4,444
Total Income	7,649,144	12,971,931
Expenses		
Consumables	19,857	20,104
Contract & Consulting Services	373,216	455,979
Equipment	10,811	9,155
In Kind Contributions	1,069,278	1,706,736
Marketing	61,098	48,201
Partnership Payments	352,273	10,000
Postage & Courier	4,289	7,094
Room Hire & Catering	114,355	98,869
Salaries & Oncosts	1,985,446	1,562,272
Scholarships, Grants & Donations	208,896	157,135
Telephone & Utilities	17,212	9,197
Travel & Accommodation	166,018	129,644
Other	19,634	12,721
Interest expense	0	0
Total Expenses	4,402,383	4,227,107
Surplus / (Deficit)	3,246,761	8,744,824
Less: Commonwealth Matching Funding Preserved	(3,269,647)	(6,835,864)
Less: Donations & Sponsorships Preserved	22,886	(1,908,960)
Unrestricted Surplus / (Deficit)	0	(0)

CSI FINANCIAL STATEMENTS

FOR THE YEAR END 31 DECEMBER 2010

BALANCE SHEET

	2010	2009
Assets		
Petty Cash	400	400
Accounts Receivable	69,846	575,343
UNSW Trading Account ⁷	2,607,620	2,142,066
Investment NC Bond ⁷	10,220,930	10,220,930
Investment NC Term Deposit ⁷	2,155,805	2,155,805
Total Assets	15,054,601	15,094,544
Liabilities		
Prepaid Income - Grant	(834,489)	(4,104,136)
Sundry Creditors	(60)	(17,117)
Total Liabilities	(834,549)	(4,121,253)
Net Assets	14,220,052	10,973,291
Equity		
Retained Earnings	0	0
Commonwealth Matching Funding Preserved	11,665,511	8,395,864
Donations & Sponsorships Preserved	2,554,541	2,577,427
Unrestricted Surplus / Deficit for the year	0	0
Total equity	14,220,052	10,973,291

OUR PEOPLE

STAFF

CSI succeeds because of the expertise and dedication of its staff under the leadership of our CEO, Peter Shergold. We have a number of staff in our headquarters at UNSW and also in each of our partner centres.

Read individual [staff profiles](#) on the about us/our people section on our website.

GOVERNANCE

CSI's governance structure reflects its core commitments to transparency, flexibility and collaboration. As an academic partnership it consults with its diverse stakeholders in setting goals. It maintains flexibility to respond to the rapidly evolving needs of the third sector while being accountable for its decisions and answerable to supporters.

BOARD

The CSI Board is chaired by Fred Hilmer, President and Vice-Chancellor UNSW. The Board comprises the CEO, the Vice-Chancellors of the partner universities and senior representatives of the not-for-profit and corporate sectors, selected from across Australia. It sets strategic directions and approves major decisions on teaching programs, research and financial commitments.

Read individual [board member names](#) on the about us/governance section on our website.

ADVISORY COUNCILS

The Centre has established a [Sydney Advisory Council](#), a [Melbourne Advisory Council](#) and a [Western Australia Advisory Council](#). Each Council comprises senior representatives from the philanthropic, corporate, government and third sectors. The Councils provide advice to CSI on teaching and research priorities, stakeholder relationships and the public policy issues on which the Centre should facilitate discussion. Chaired by one of their membership, each Council meets twice a year. The CEO, Board members and senior staff of the Centre attend on an ex-officio basis and provide a Secretariat.

PARTNERSHIP GROUP

The role of the Partnership Group is to ensure CSI is run collaboratively, within the framework set by the Board. It comprises the Deans of the Business Schools of the four partner universities and their nominees.





THE CENTRE FOR SOCIAL IMPACT

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