

CENTRE
for **SOCIAL**
IMPACT

ANNUAL
REPORT
2013



TRANSFORMATION
and **IMPACT**



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REPORT FROM THE CHAIR

Soon after joining the Centre for Social Impact (CSI) as Chair in January 2013, I quickly discovered there was an enormous amount of goodwill for the organisation among virtually all our stakeholders.

What was also clear was the significant level of untapped potential, particularly within our unique University-partner structure.

A key objective of the Board in 2013 therefore was to make CSI an organisation that was significantly more than the sum of its parts. And I am pleased to report that we are making great progress.

During the year we have seen our partner Universities working together in a much more cooperative and cohesive way.

For example UNSW, UWA and Swinburne in particular have collaborated closely, holding research workshops, sharing ideas and planning an integrated approach to research.

We have also seen much greater interaction in relation to teaching, with partner Universities cooperating in the development of new undergraduate units and increased sharing of course information and materials.

Another important objective for 2013 was to take a stronger focus on the financial sustainability of CSI. Like other social purpose organisations, CSI relies on a range of funding and income streams in order to operate and grow.

We took the view that the best way to become financially sustainable was to invest in areas where we can add real value: high quality research and teaching, and facilitating engagement within the social impact community.

Our recent academic appointments and the ramping up of our conference and events capability are important first steps in this process.

I believe that we have only begun to explore the full potential of CSI and I look forward to helping navigate our development in the coming years.

I'd like to take this opportunity to thank my fellow CSI board members for their commitment throughout 2013. I'd also like to acknowledge the outstanding contribution of Fred Hilmer as the former Chair, and Fergus Ryan who was a director with CSI from its inception until early 2013.

Richard Henry

Chair, CSI

REPORT FROM THE CEO

2013 was an important year for CSI and represents a turning point in the development of the organisation. It was a year in which we laid much of the groundwork for transforming ourselves from a 'start-up' to a sustainable and effective long-term catalyst for change.

The roadmap for this transformation is laid out in our new strategy – the details of which are outlined later in this report – and in 2013 involved a focus on three key areas; strengthening our core roles of research and teaching, increasing our impact through richer engagement in community, and progressing towards sustainability.

BOOSTING ACADEMIC CREDENTIALS

During the 2013 year we announced two senior academic appointments: Professor Roger Simnett as CSI's Academic Director, and Associate Professor Kristy Muir as CSI's Research Director – Social Outcomes.

Roger, who is one of UNSW's most experienced and respected academics, brings outstanding research experience in social impact in the fields of accounting and auditing. His role includes academic oversight of CSI's research and teaching programs nationally.

Kristy has deep research expertise in complex social issues experienced by children, families and communities. Her role involves leading CSI's research in the important field of outcomes measurement. Kristy's role provides leadership for research in our CSI UNSW node.

Our partner Swinburne University of Technology commenced a recruitment process for the position of Director, CSI Swinburne, and the position was filled in early 2014 by Professor Jo Barraket, a leading Australian researcher in social enterprise and the third sector with a history of engaged scholarship focused on the relationships between governments and not-for-profits in policy design.

Together with the Director of CSI UWA, Professor Paul Flatau, these appointments bring considerable academic depth and capability to CSI's research.

GROWING TEACHING

Our Graduate Certificate in Social Impact continues to show strong year-on-year growth in enrollments. This year we added a new course, Design for Social Innovation.

We also developed our first undergraduate courses in social impact in recognition of the need to expand social impact education to all university students. The course ran at UNSW in 2014 and will run at UWA from 2015.

INCREASING IMPACT

A major new development for CSI in 2013 was the launch of our first self-organised and managed conference – The Social Marketplace. The game-changing two-day event in Sydney attracted more than 160 people and received very positive feedback.

We have since substantially increased our capability in the conference space and are working towards making this a much more substantive part of our overall strategy.

There is an appetite in the social impact community for events that are more than just a series of 'talking heads'. Our aim is to design programs that provide genuine opportunities for learning, collaboration and practical skill development.

MOVING TOWARDS SUSTAINABILITY

Like many of the social purpose organisations we work with, CSI is a not-for-profit that must generate income to be sustainable. Our key income sources are teaching, research grants and funding, events income, and interest on reserves.

Our goal is to grow our income to reach sustainability by 2017. The aims include achieving sustainability across research and teaching programs within each node of CSI, with future surpluses from teaching to complement research funding and grants, and generating income through our conferences to sustain other engagement activities, such as communities of practice.

During 2013 we commenced a process of negotiating new understandings with our University partners. These will result in an increased investment from CSI reserves for each partner in the short term, with return commitments from the partners for strong, significant and sustainable CSI nodes for the future.

LOOKING AHEAD

Looking ahead, our main objective is the ongoing effective implementation of our new strategy.

We will continue to grow our core research and teaching functions and increase our impact through engagement and events.

At the same time we will play a greater role as a convener and alliance builder, championing our vision for greater social impact through our **Social Impact Framework**.

The next section of this year's annual report explains the context of our mission and the details of our new strategy and Social Impact Framework. Essentially, how we make an impact.

The remainder of the document describes some of the year's highlights within each of our major functional areas, and provides a synopsis of our financial position.

2013 has been a very significant year of change for CSI. I want to express my heartfelt thanks to all our dedicated and talented staff, Board and Advisory Councils and partners and supporters for making it happen.

Andrew Young

CEO



**HOW WE MAKE
AN IMPACT**

THE CHALLENGE

Despite being one of the wealthiest countries in the world, Australia faces significant social challenges.

We spend billions of dollars on social purpose each year, yet many social problems are either not changing fast enough (e.g. indigenous disadvantage), not changing at all (e.g. place-based disadvantage), or getting worse (e.g. affordable housing).

Compounding this is the fact that our population is ageing. By 2050 there will be around 2.5 working-age Australians for every older person, down from five in 2010 and from 7.5 in 1970. Treasury estimates that by 2050 half of government expenditure will be on services for the aged, up from 25 per cent in 2010.

These demographic changes will bring increased pressure on already-stretched funding, and increase demands on already-stretched governments and social purpose organisations.

So if the social impact system cannot adequately address the social issues we face now, what will things be like in 30 years' time?

The challenge for Australia is to create a significantly more effective social impact system – and do it quickly.

The challenge for CSI is to be an effective catalyst in that change.

A broken system

- Youth unemployment rates are at a 12-year high
- Australia has a shortage of around 600,000 affordable rental properties
- One-quarter of a million Australians were on social housing waiting lists in 2012 and 60,000 of these were in the 'greatest need'
- 1 in 200 are homeless on any given night
- Australia's income inequality (the gap between the richest and poorest incomes) has steadily increased since 1985. We are now in the top ten 'inequitable' OECD countries

OUR STRATEGY

CSI's mission is to improve the delivery of beneficial social impact in Australia.

As our understanding of Australia's social impact system – and its challenges – has evolved, so too has our view on the keys to change.

In 2012, with our Board, Advisory Councils, staff and partners, we began a consultation process to review and reinvigorate our organisational strategy. We spoke with hundreds of leading thinkers and practitioners across the social sector, government, business and academia both in Australia and overseas.

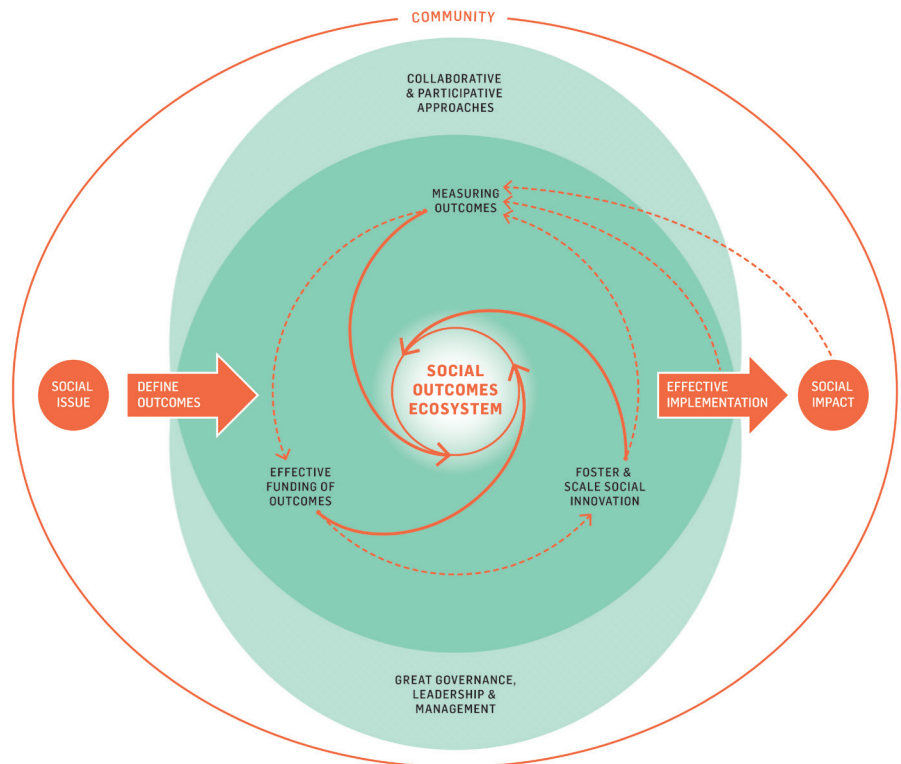
Our guiding question was simple: 'What are the keys to improving social impact?'

The results formed the basis of our new strategy, which we completed in early 2013.

SOCIAL IMPACT FRAMEWORK

At the heart of our strategy is the **Social Impact Framework**. Based on a systems thinking approach, the Framework summarises the keys to improving social impact in Australia.

In addition to providing focus for CSI's research, teaching, engagement and advocacy, our aim is that the framework help direct the activities of leaders, managers and practitioners seeking to improve social outcomes.



The Framework's key elements are:

- We need to **develop the social outcomes ecosystem in which:**
 - » We **better define ourselves** – our organisations, our missions, our strategies, our activities – **in terms of social outcomes and social impact.**
 - » We need to **effectively measure – and transparently report – progress** in achieving these outcomes.
 - » We need **resource allocation that rewards effective delivery of outcomes.**
- We need to foster and particularly to scale **effective social innovation.**
- We need **great management, leadership and governance** of social purpose organisations and activities.
- We need effective models of **collaborative and participative** social design and implementation.

CSI'S ROLE

Our focus is on system-wide change. We aim to research, understand, advocate and teach about the keys to improving the effectiveness of social purpose.

Our role is cross-sectoral. Our interest is in how government, social purpose, academic and for-profit sectors can together achieve the greatest social impact.

We have four key roles to play:

1. **Vision leader:** championing the vision for more effective social impact; promoting and advocating Social Impact Framework priorities to create a stronger social system for Australia.
2. **Knowledge champion:** creating new knowledge through academic research, working with organisations to develop better knowledge and understanding of social system successes and failures, and aggregating and communicating the best knowledge and practice in the field of social impact.
3. **Educator:** providing formal and informal education programs and opportunities to equip emerging and established leaders of social purpose with knowledge, context and tools to make meaningful and sustained change happen.
4. **Convenor:** bringing together the brightest minds from across sectors to debate, explore and develop new ways forward for Australia.

HIGHLIGHTS OF 2013



TEACHING

2013 was an outstanding year for teaching at CSI.

We saw enrollments increase at all our partner universities. We developed new units at both the graduate and undergraduate level. And our alumni networks continued to grow and collaborate.

ENROLLMENTS GROW

The number of course enrollments in our foundation program, the Graduate Certificate in Social Impact, grew from 179 in 2012 to 256 in 2013, an increase of 43%.

Megan Dunne, Operations Manager at CSI said not only is there a growing interest in the program across Australia, but that more students are looking to study full-time and are seeking alternative methods of course delivery such as intensive or online modules.

“Traditionally students have studied on a part-time basis, working full-time and studying only one course per semester. Increasingly a number of students are seeking full-time study during a career break or as a career transition tool.

“In addition to this, our students want more, they are hungry to continue their learning beyond the requirements of the program and students living and working in parts of Australia outside Sydney, Melbourne and Perth want access to the learning as well.

“As a result, CSI will need to reassess how we offer our program to meet the changing needs of a growing, diverse community of students,” Megan Dunne said.

NEW UNITS

We continue to expand the Graduate Certificate with the development of an exciting new unit: ***Design for Social Innovation***.

Offered through UNSW, this unit teaches students how to bring the latest in ‘design thinking’ to social sector challenges. It presents an opportunity to think differently and creatively about making real change, and have some serious fun along the way.

In 2013 we also made the decision that the study of social impact was too important to be limited to just postgraduates. So we developed for the first time two courses specifically for undergraduate students.

Creating Social Change: From Innovation to Impact will be offered as an elective to all UNSW undergraduate students from 2014. The unit provides an introduction to the field of social impact and includes a list of inspirational speakers, including UNSW Chancellor David Gonski and technology investor Daniel Petre.

And from 2015 undergraduate students at UWA can take the new unit in social impact developed by CSI called ***Change the World: Innovation, Enterprise and Finance***.

ALUMNI NETWORK

As the teaching program at CSI grows so too does the network of graduates from across Australia.

The network is thriving, with a number of regular events held in Sydney, Melbourne and Perth throughout 2013.

Professor Paul Flatau, director of CSI at UWA said that the alumni network is not only active – it’s productive.

“In 2013 we saw many examples of people getting together to collaborate and work out solutions to real social challenges or projects in their organisations or sectors,” he said.

SCHOLARSHIPS

Fourteen outstanding students enrolled in CSI’s Graduate Certificate in Social Impact were awarded scholarships in 2013.

CSI sincerely thanks our sponsors – [AMP](#), [Commonwealth Bank](#), [Foxtel](#), [Herbert Smith Freehills](#), [Macquarie Group Foundation](#), [NAB](#), [PwC](#) and [Shark Island/Caledonia Foundation](#) – for their generosity in helping these students take their education to a new level and advancing social impact.



Student snapshot: Carmen Daniels, CBA scholarship winner.

When Carmen Daniels first found out about CSI’s Postgraduate Diploma in Social Impact – on Twitter – she immediately thought it sounded very interesting.

“The language of the not for profit space is really changing and at a time when funding requirements are shifting too I thought the course could help our organisation get a competitive edge,” Carmen said.

Carmen co-founded the Indigenous Consumer Assistance Network, a not for profit that works with remote communities across Queensland to provide financial counseling and consumer complaint services.

“The course has really opened my eyes about how to run our business in a very different way. The subject on social entrepreneurship showed how its possible to work in social justice and be financially sustainable.

“I also got great insight into the impact investing movement, how it can really assist and grow social purpose in Australia and why it’s important to watch that space,” said Carmen.

Carmen, who lives in Cairns, was the winner of the CSI CBA National Scholarship for 2013.

RESEARCH

In 2013 CSI continued to produce high-quality research on social impact, while at the same time deepening our research capabilities.

Following are some stand out examples of the research projects we completed during the year.

NAB STEPUP LOAN EVALUATION

CSI worked in partnership with Good Shepherd Microfinance and NAB to evaluate the bank's **StepUp Loan Program**, which provides low interest loans to low income Australians who are generally excluded from sources of mainstream credit.

Our research showed almost three quarters of loan recipients surveyed experienced a positive change in economic and social outcomes after receiving a loan through the program.

In partnership with NAB and Good Shepherd Microfinance, CSI were awarded the 2013 Money Smart 'Outstanding Award' for research that enhances understanding of financial exclusion in Australia.

WHERE THE MONEY GOES: PRIVATE WEALTH FOR PUBLIC GOOD

CSI worked in partnership with the Asia-Pacific Centre for Social Investment and Philanthropy at Swinburne University of Technology on this research project supported by the Myer Foundation and the Telstra Foundation. The research examined, for the first time, how and where some of Australia's largest philanthropic foundations in Australia spend their money. It provides a high level analysis of \$207 million in grants made over a three-year period.

The study revealed that the total value of grants had declined since the global financial crises; the majority of grants are small and fragmented; and there was little evidence of co-funding or collaboration between philanthropic foundations.

A key recommendation of the report was that an expert panel be convened to determine interest and potential in developing a publicly accessible data platform on philanthropic grants.

ENGAGEMENT: RECOGNISING THE VALUE OF WORKPLACE GIVING

Undertaken by CSI and the Australian Charities Fund in 2013, this research showed that people who participate in workplace giving are much more engaged and motivated towards their employer than those who aren't.

The correlation is important because higher motivation and engagement among employees has been shown to enhance organisational outcomes.

At a time when workplace giving is still in its infancy in Australia, this research has not only helped raise awareness of workplace giving but also confirmed its value.

Over 4,000 people in some of Australia's biggest companies were surveyed as part of the project.

PWC-CSI COMMUNITY INDEX

CSI worked with PwC to launch the second *PwC-CSI Community Index*, an annual measurement of confidence in the Australian not-for-profit sector.

The Index is one of the most comprehensive surveys of the sector in Australia, reaching more than 360 not-for-profit CEOs. It is designed to deepen the understanding of conditions in the not-for-profit sector and provide leaders working in business, government and the social sectors with robust data, enabling them to make informed policy decisions.

The 2013 Index found that large numbers of not-for-profits that are significant to the economy were not confident about the future or their ability to meet escalating demands in their industries.

NEW RESEARCH CAPABILITIES

One of the major achievements for CSI in 2013 was a significant deepening of our research capabilities through the appointment of two leading academics.

In October we announced that UNSW Scientia Professor Roger Simnett had accepted the role of Academic Director for CSI. Roger has a distinguished record in sustainability and social impact scholarship in the fields of accounting and auditing.

Roger said the vision for CSI research is to bring together expertise from a range of disciplines to help solve complex social problems, in line with our systems thinking view.

“We really want to better understand the real drivers of social impact in Australia and what the most effective strategies for change are. Within that broad vision, we will have a very strong focus on measurement and evaluation,” said Roger.

In line with this focus, we were also delighted to announce that Associate Professor Kristy Muir had accepted the role of Research Director (Social Outcomes). Kristy has extensive academic research and leadership expertise in the field of complex social issues, with particular expertise in children, young people and families, disadvantaged communities, mental health and disability.

Both Roger and Kristy have brought outstanding academic research experience, leadership and networks to CSI.

ENGAGEMENT

2013 was a busy and productive year for engagement at CSI. We held two major conferences, redeveloped and launched a new brand and website, while continuing to deliver a wide range of outreach activities, events, training and communications.

CONFERENCES WITH PURPOSE

The Social Marketplace

Another hot topic in 2013 was social impact investment. In October CSI developed and ran **The Social Marketplace**, an innovative event that was part conference, part capacity building exercise, and part market simulation.

More than 160 delegates from business, government and social enterprises gathered to learn and discuss key issues around social impact investment in Australia and around the world. Everyone then got to put their learning into practice in a marketplace where social enterprises pitched for investors' 'event' dollars.

But even though the market was simulated, the learning and networking outcomes were very real. Eight-five per cent of participants said they would like to stay engaged with the enterprises they invested in.

Measuring Social Outcomes

In February we held a very successful conference on Measuring Social Outcomes in partnership with Criterion Conferences in Sydney, with over 300 people attending, and subsequent conferences on the same topic in Melbourne and Perth throughout the year. We believe the conference in Sydney was the second largest on this topic anywhere in the world. The response was indicative of the strong and growing interest in outcomes measurement – a subject at the heart of CSI's Social Impact Framework.

NEW BRAND, NEW WEBSITE

2013 also saw the development and launch of a new CSI brand and website as a key mechanism to communicate our new vision and **Social Impact Framework**.

The design for the new brand is based on a complex and layered grid, representing our systems approach to solving Australia's most challenging social issues.

From this 'system' emerges our logo. The shapes symbolise the coming together of intersecting sectors, organisations, teams and our University partners that work in collaboration.

The redesign of our website centered on the key elements of our **Social Impact Framework**: systems thinking, measuring outcomes, funding outcomes, scaling innovation, collaboration, and leadership. Our website is an evolving resource and we will continue to refine and develop it in line with user needs.

KNOWLEDGE CONNECT

Knowledge Connect is a literature review of the latest thinking on social impact. In 2013 we published two reviews:

- ***Intelligence for purpose and meaning: foundations for achieving social impact***, co-edited by Dr Gianni Zappala and Anna Scott.
- ***Building a marketplace for social impact investment***, co-edited by Sandy Blackburn-Wright and Sarah Adams.

And lots more ...

Throughout 2013 CSI worked in partnership, delivered or supported a wide range of activities, events, program training through engagement and communications including:

- **PwC Transparency Awards** and workshops.
- Establishment of the **Social Impact Measurement Network Australia** – a community of practice on outcomes measurement.
- Establishment of the **Collaboration for Impact** – a community of practice for collaborative approaches to creating a stronger system for social impact in Australia.
- Collective Impact forums in locations across Australia.
- Social Return on Investment (SROI) training.
- Our monthly CSI Update and rich social media content generated for [Twitter](#), [Facebook](#) and [LinkedIn](#).



FINANCIALS

For the year ended 31 December 2013

PROFIT & LOSS STATEMENT

| Profit & Loss | 2013 | 2012 |
|----------------------------------|-------------------|------------------|
| Income | | |
| Donations & Sponsorships | 319,000 | 917,200 |
| Teaching & Executive Education | 383,994 | 285,556 |
| Events & Conferences | 196,104 | 12,887 |
| Research & Projects | 576,195 | 325,549 |
| Interest | 929,398 | 1,463,609 |
| Other Income | 26,447 | 56,992 |
| Commonwealth Grant | 0 | 0 |
| Total Income | 2,431,138 | 3,061,793 |
| Expenses | | |
| Salaries & Oncosts | 2,445,686 | 2,409,463 |
| Contract & Consulting Services | 844,342 | 394,267 |
| Consumables & Office Costs | 39,842 | 54,445 |
| Travel & Accommodation | 119,827 | 217,554 |
| Marketing | 300,928 | 7,802 |
| Room Hire & Catering | 155,089 | 57,826 |
| Scholarships, Grants & Donations | 52,508 | 177,887 |
| Partnership Payments | 335,067 | 84,131 |
| Other Expenses | 146,467 | 74,655 |
| Total Expenses | 4,439,756 | 3,478,029 |
| Surplus (Deficit) | -2,008,618 | -416,236 |

BALANCE SHEET

| Balance Sheet | 2013 | 2012 |
|-------------------------------|-------------------|-------------------|
| Assets | | |
| Petty Cash | 400 | 400 |
| Accounts Receivable | 119,736 | 553,828 |
| UNSW Trading Account | -1,512,304 | -2,365,480 |
| Other Investments Current | 14,616,009 | 11,773,655 |
| Investments Non-Current | 0 | 5,303,080 |
| Total Assets | 13,223,841 | 15,265,482 |
| Liabilities | | |
| Prepaid Income - Grant | 0 | 0 |
| Sundry Creditors & Provisions | -92,578 | -125,601 |
| Total Liabilities | -92,578 | -125,601 |
| Net Assets | 13,131,263 | 15,139,882 |
| Total Equity | 13,131,263 | 15,139,882 |

FINANCIAL SUSTAINABILITY

CSI was established in 2008 with the mission to improve the delivery of beneficial impact through research, teaching, measurement and the promotion of public debate. CSI's establishment was made possible with the very generous support of the Commonwealth Government and eight founding funders (see next page).

From 2008 to 2012, the founding contributions from the Commonwealth Government and eight founding funders were received¹. During this period CSI's university partnerships, teaching programs and research were established, and we also established CSI's brand and name in the community.

During 2012 CSI developed a new five-year strategy with the twin goals of increasing impact and reaching financial sustainability; the implementation of this plan commenced in 2013 and with respect to financial sustainability has several key components:

- Each CSI node will be self-sustaining after a period of increased investment from CSI reserves;
- CSI UNSW research and teaching programs will become self-sustaining through growth in teaching programs, student numbers and industry & academic funding for research projects;
- CSI's marketing and events function will become self-sustaining through event delegate and sponsorship income and through CSI event "social enterprise" income.

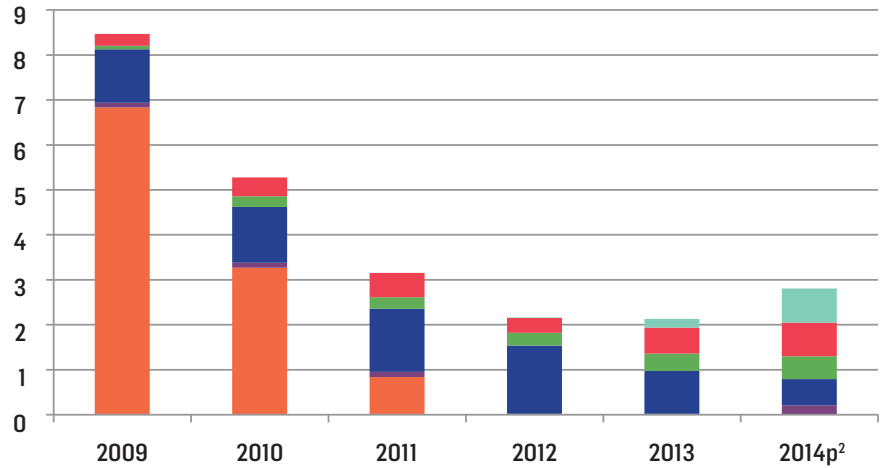
In this context, 2013 and 2014 are years of investment in the growth of research, teaching and events, as well as of increased investment in CSI's partner nodes. Our strategy aims for breakeven by 2017.

¹With the exception of Macquarie Group Foundation whose funding of \$2m is to be received over ten years and final contributions from two other founding funders (received in 2013-2014).

HOW WE GENERATED OUR INCOME

Total Income (\$m)

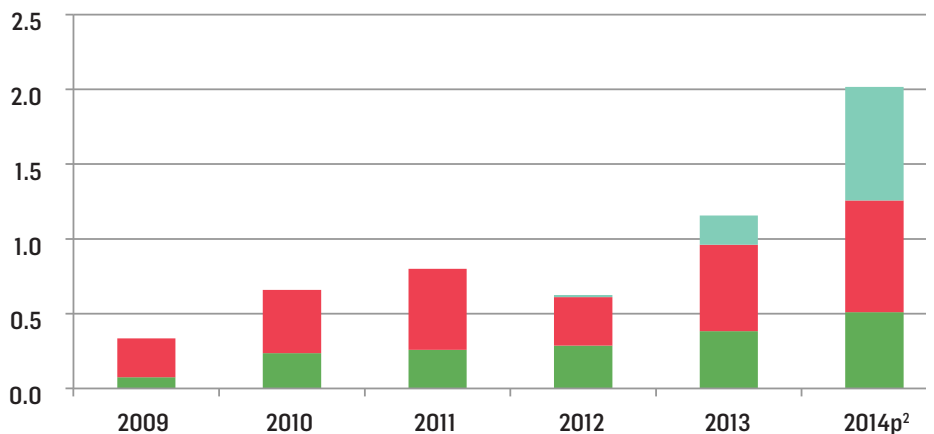
- EVENTS & CONFERENCES
- RESEARCH & PROJECTS
- TEACHING PROGRAMS
- INTEREST & OTHER INCOME
- DONATIONS & SPONSORSHIPS
- COMMONWEALTH GRANT



Operating Income (\$m)

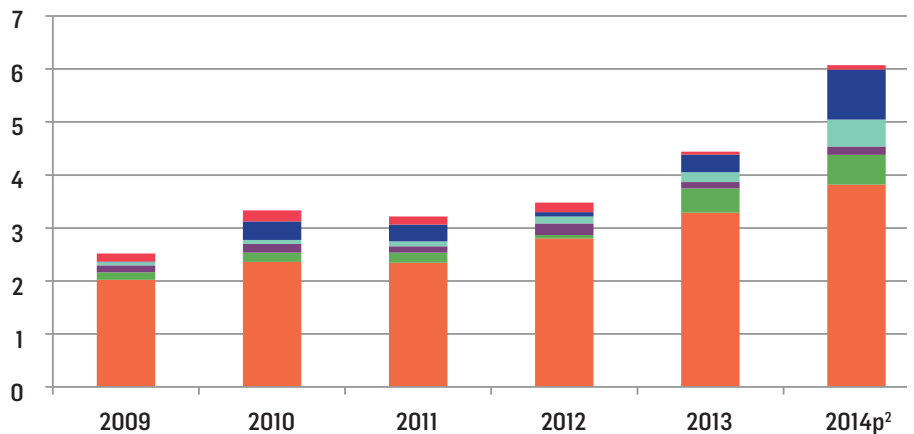
Excluding Core Funding and Interest

- EVENTS & CONFERENCES
- RESEARCH & PROJECTS
- TEACHING PROGRAMS



HOW WE APPLIED OUR RESOURCES

- SCHOLARSHIPS, GRANTS & DONATIONS
- PARTNERSHIP PAYMENTS
- CONSUMABLES, OFFICE & OTHER
- TRAVEL & ACCOMMODATION
- MARKETING, ROOM HIRE & CATERING
- PEOPLE COSTS



²2014p = budget/projection for 2014 year.

SUPPORTERS AND PARTNERS

FOUNDING SUPPORTERS

CSI was established in 2008 with \$12.5m from the Commonwealth Government and the support of eight founding funders³.

| | |
|----------------------------|-------------|
| Macquarie Group Foundation | \$2,000,000 |
| National Australia Bank | \$1,000,000 |
| PwC | \$1,000,000 |
| AMP | \$1,000,000 |
| Robin Crawford | \$1,000,000 |
| Gonski Foundation | \$1,000,000 |
| Warwick Negus | \$1,000,000 |
| Daniel Petre | \$1,000,000 |

In addition to their generous funding support, many of the CSI founders are involved in partnerships with CSI. The Macquarie Group Foundation continues to support the Macquarie Group Foundation Chair in Social Impact. The National Australia Bank and PwC remain in partnership with CSI in key research projects. David Gonski, Robin Crawford and Daniel Petre remain involved with CSI's Advisory Council and Robin Crawford was on CSI's Board until the end of 2013.

SCHOLARSHIP SUPPORTERS

- AMP
- Commonwealth Bank
- Dovey/Williams
- Foxtel
- Freehills
- Macquarie Group Foundation
- National Australia Bank
- PwC
- Shark Island/Caledonia Foundation

UNIVERSITY PARTNERS

CSI also receives invaluable support from its four University partners:



³At the end of 2013, all of the founding funding contributions had been received, with the exception of the Macquarie Group Foundation (whose commitment of \$2m is over ten years) and the final payment of \$100,000 from one other founding funder (received early in 2014).

WHO IS CSI?



OUR PEOPLE

In 2013, CSI expanded to become a team of 33.

For a full list of all our CSI staff [visit our website](#).

OUR BOARD & ADVISORS

To see a list of our board members and Advisory Council members, [visit our website](#).

CONTACT



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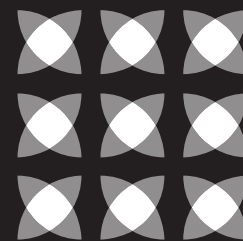


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CENTRE
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