

ākina

Ākina Foundation

# Impact Report

Financial year 2019–2020

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DECEMBER 2020

AKINA.ORG.NZ



# HE ITI TE MOKOROA NĀNA TE KAHIKATEA I KAKATI

Even the small can make  
an impact on the big.

Whakatauki





PENNY DOWN, OPERATIONS PROJECT MANAGER

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# Ākina is Aotearoa New Zealand's leading impact consultancy.

We're on a mission to put positive social and environmental outcomes – also known as impact – at the heart of how New Zealand does business.

Our vision is for a sustainable, prosperous and inclusive New Zealand.

We help social and community enterprises, businesses, charities, and government agencies uncover the best ways to tackle challenges like poverty, inequality, environmental degradation and climate change.

Ākina is a social enterprise. That means we're driven by our purpose – to increase the positive outcomes made by our clients and partners.

Our dedicated team of consultants includes specialists in:

- Impact,
- community,
- enterprise,
- procurement and;
- investment.

We offer a unique range of tailored consulting and business development services.



CLEMENTINE BAKER, DIRECTOR OF IMPACT CONSULTING





## A note from Ben

Ben Kepes, Ākina Board Chair

Our focus at The Ākina Foundation has, since our inception, been about driving positive social, environmental and economic outcomes for our communities, our country, and our world.

It was Peter Drucker, the father of modern management, that said "if you can't measure it, you can't improve it."

At Ākina, we are strong believers in leading by example and it is for this reason that we have the pleasure of inviting you to read the Ākina Impact Report for 2019/2020.

This report tells the story, via metrics and case studies, of the impact that we have driven over the past year.

Like all organisations, Ākina is on its own journey and it is only through constant self-reflection, measurement and improvement that we can all create a legacy of a world that is better than the one we inhabit today.

Our impact is the impact we enable in others. We invite you to learn about that impact in this report.

## A note from Louise

Louise Aitken, Ākina Chief Executive

This financial year started much like any other, but ended like no other year in memory.

The consequences of the Covid-19 pandemic will be felt for some time to come – it's still unclear how it will reshape our world, but we know that the shape of things must change.

The months and years ahead will require adaptation and innovation across our economy on a scale never seen before.

Many of the solutions for making the shift are already here. As you will see from this report, the businesses of tomorrow are already here too. They need to be nurtured, so that their good work grows.

I'm so proud of the work we do at Ākina – whether it's through procurement, investment, impact consulting or supporting social enterprises in their communities. I'm humbled by the incredible organisations we get to work with. Our impact is their impact, and we only succeed when they do.

Being experts in impact requires us to constantly examine and seek to improve our own impact. This is a journey, so the way we track and report on the impact of Ākina will evolve over time – as it should – but this is the first time we're telling the whole broad story in one place.

Thank you for reading – we hope this report inspires you to make and tell your own stories of impact. If you're not sure where to begin, Ākina can help you start your own journey.

Globally, we might still be working out how to get where we are going, but we know we're headed for a future where creating positive outcomes for our people and our planet is the norm, not the exception.

**This journey is so important.  
Will you join us?**





# IMPACT MODEL

Our Theory  
of Change



# The Ākina Impact Model

At the heart of our impact report is our impact model. The Ākina impact model diagram on the next page shows the impact goals we are working towards, and how our activities achieve those goals.

The four parts of this report connect to the four outcome areas described in the middle of the diagram.

## A note on the term 'Impact Enterprise'

We use the term 'impact enterprise' on our impact model diagram, and throughout this report, as an umbrella term to refer to social enterprises, community enterprises, Māori enterprises and other impact-driven businesses.

This term takes a slightly wider view by recognising that some businesses don't use the term 'social enterprise' but may still exist to deliver positive impact.

## What is an impact model?

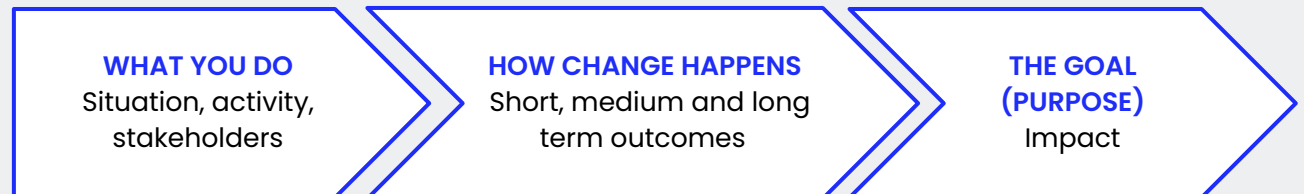
An impact model – also known as a theory of change – sits alongside an organisation's business model and seeks to communicate what activity, delivered in what particular way, will deliver what positive outcome or impact.

Developing an impact model is essential for understanding the positive outcomes an organisation hopes to create.

An impact model compliments and builds on other organisational strategies, but informs the work you do every day – filling what's known as 'the missing middle'.



## Example Impact Model





**Vision:** A sustainable, prosperous, inclusive New Zealand and world.

**Purpose:** Transforming the NZ economy by harnessing the power of positive social and environmental impact

## 1. What We Do

ākina delivers a range of impact development services

### ākina delivers these services

- Impact leadership capability building services
- Impact consulting & development services
- Impact investment readiness
- Fund management
- Social procurement development

### Working with these groups

Impact Enterprises, Community groups, Philanthropy funds, Not-for-profits, Local capability builders, Iwi/Māori, Pasifika, Corporates/Business, Government, International partners

### In this way

Bold action, Kotahitanga, Partnership, Equitable, Accessible, Strengths-based, Environmentally sustainable, Whole-system, Excellence, Evidence-led, Outcomes focus, Innovative, Commitment to the articles of Te Tiriti ō Waitangi

## 2. How Change Happens

ākina builds and influences a strong enabling environment so more organisations have the capability to achieve impact



Our four outcome areas are supported by 20 indicators

## 3. Our Goal

ākina enables others to deliver impact, growing the impact economy

### Organisations create positive impact

#### Social & cultural impact

Health & Wellbeing, Housing, Nutrition & Food security, Education & training, Decent work, Social inclusion, Equality, Māori development, Strong resilient communities, Financial inclusion, Reduced poverty.

#### Environmental impact

Quality environment, Waste reduction, Climate action.

#### Economic impact

Stronger Māori economies, Stronger regional economies.

### Impact aligns with existing frameworks



# Our Outcome Areas

## What we are working towards

### Outcome area one

#### Start Well

Increased awareness, accessibility and advocacy

### Our outcomes for reporting

- Increased advocacy of impact enterprise
- Increased awareness of how to access appropriate support

### Outcome area two

#### Run Well

Organisations focus on impact

### Our outcomes for reporting

- More organisations take an outcomes focussed approach
- Organisations work collectively to achieve impact

### Outcome area three

#### Buy Well

Impact enterprises can access markets to achieve impact

### Our outcomes for reporting

- More buyers are connected and engaged
- More buyers and suppliers are connected

### Outcome area four

#### Invest Well

Impact enterprises can access capital to achieve impact

### Our outcomes for reporting

- More organisations are impact investment ready
- More capital invested into impact enterprises

### How this report links to our impact model

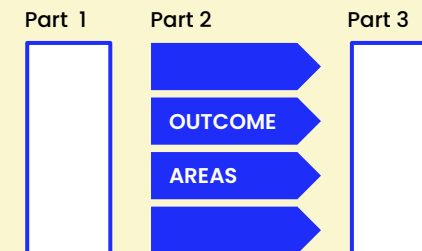
This report steps through the parts of our impact model, in order.

**Part one** highlights activity from the first column of the impact model diagram – the things we do.

**Part two** looks at the four outcome areas described in the centre of the diagram. These areas describe what we are working towards. Underneath each outcome area we are reporting on two indicators to tell the story of how we are tracking.

**Part three** shows a summary of the impact we are enabling.

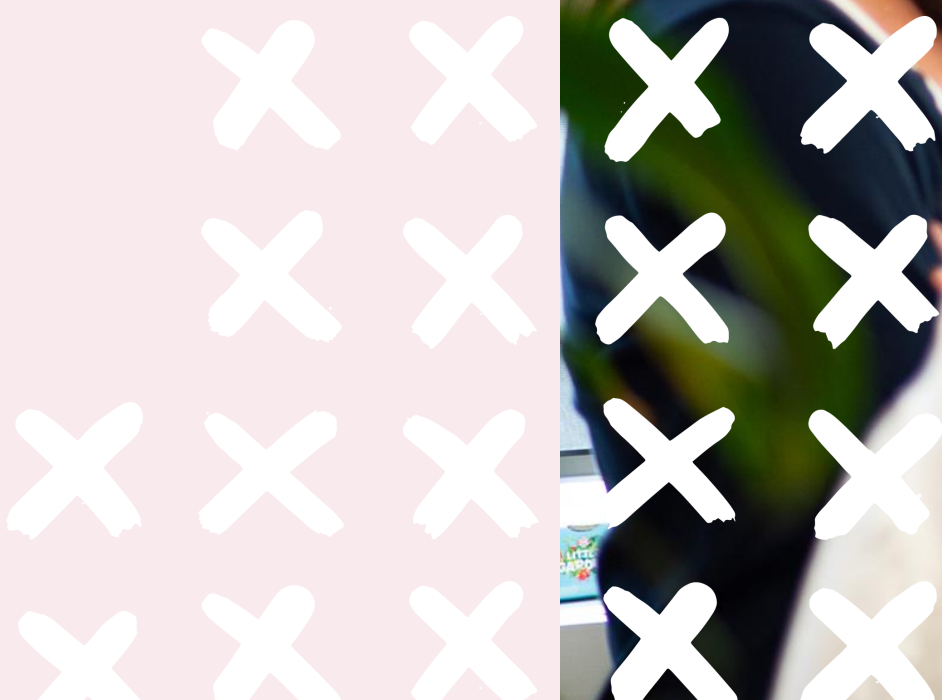
### Ākina Impact Model





# PART ONE

## What We Do



## Our services enable positive outcomes.

Ākina worked with more than 200 organisations over the course of the 2019/20 financial year.

We delivered a wide range of bespoke services, all geared towards increasing the impact of others. We are focussed on outcomes, and led by evidence. We work in intentional, value driven ways to ensure our activities lead to the greatest impact.

### Impact leadership

Whether it's at a conference, on a podcast or in the media, we're quick to stand-up in front of consumers, business leaders and government to ensure impact is on the agenda.

### Impact Consulting

We work with government, funders, corporates and social enterprises to provide bespoke support to plan and develop their approach to impact.

### Impact investment readiness

With support from partners we run an Impact Investment Readiness programme that gives access to funding for impact enterprises that are getting ready to seek investment.

### Fund Management

We help run New Zealand's first impact investment fund, the Impact Enterprise Fund, which provides access to capital for impact enterprises seeking investment.

### Capability building services

We help early stage ventures set-up for success, by providing support for business and impact modelling, and connecting them to other support they need.

### Social procurement development

We certify enterprises as being ready for social procurement, then connect them to buyers who want to procure for impact. This helps increase their access to markets and grow their business.



# The Impact Initiative

Since 2017 Ākina has been engaged in a world-leading partnership with the New Zealand Government to deliver The Social Enterprise Sector Development Programme, known publicly as The Impact Initiative.

The programme was allocated \$5.5m over three years and is delivered through the Department of Internal Affairs with support from the Community Enterprise Network Trust (CENT). It will conclude in March 2021 with a series of targeted recommendations developed alongside government agencies.

## The programme has three priorities

- Understanding and supporting the conditions for a thriving social enterprise sector in Aotearoa New Zealand;
- Making it clear how social enterprise is contributing to government's economic, social and environmental goals;
- Working with the Government to articulate what it needs to do to unlock the potential of the sector

The programme has supported a wide range of sector and government engagement activity, [research](#), and other initiatives like Fwd supplier certification, and the tools and resources on [Social Shifters](#).

the  
**IMPACT**  
INITIATIVE



**ākina** **CENT**

For more information about the programme along with publications, reports and case studies visit [theimpactinitiative.org.nz](http://theimpactinitiative.org.nz)



NICOLA PATRICK, HON POTO WILLIAMS, MATTHEW LUXON

## WHAT WE DO

All of our work has three values at its core:

### He Tangata

The people. Signifying respect and understanding for all people and cultures.

### Ako

To learn or study, but also to teach or advise.

### Bold Action

Ākina means to challenge or encourage. It's a powerful call to bold action!



## Te Ao Māori & Te Tiriti o Waitangi

As a tangata tiriti organisation with a Māori name, we have a responsibility to honour Te Tiriti. We want to contribute to a more equitable society that celebrates Te Ao Māori and upholds the rights of Māori as Tangata Whenua.

We've undergone organisation wide Tiriti o Waitangi training, and this year we offered Te Reo Māori lessons to staff. We are weaving tikanga into how we work, and working on ways to direct more of our services towards Māori organisations.

**We're on a journey to be an Ākina that supports tangata whenua led processes, where Māori worldviews and values shape how we work every day.**



## Environmentally Sustainable Ākina

Ākina is committed to operating and delivering our services in an environmentally sustainable way. We measure and offset 120% of our carbon emissions each financial year. This maintains our climate positive accreditation through ekos, the carbon measurement social enterprise. We offset our emissions through growth of new indigenous forests and the protection of existing indigenous forests from logging.

As well as offsetting, we have a number of reduction strategies in place to minimise our carbon footprint, including reducing our waste and electricity consumption, and limiting carbon intensive travel like flights.

**We've reduced our emissions by 60% since we first began measuring in the 2018/19 financial year.**



# PART TWO

## Outcomes & Indicators



## OUTCOME AREA ONE: START WELL

Increased awareness, access and advocacy

Outcome

What we're working towards

# Increased advocacy of impact enterprise

Indicators

How we're tracking

### We advocated through

- Conferences
- Debates
- University lectures
- Podcasts
- Thought leadership pieces
- Submissions to government

Advocacy for impact enterprise remains an important part of growing the impact economy because it helps change the attitudes and behaviours of consumers, employers, investors and government.

At Ākina we know we're lucky to have an established leadership position, which comes with a responsibility to advocate for others in our sector. This is less about leading the charge and more about making room at the table – or making new tables for new conversations!



LOUISE AITKEN, CHIEF EXECUTIVE



## OUTCOME AREA ONE: START WELL

Increased awareness, access and advocacy

Start well

Examples of advocacy for social enterprise and impact

### All of Government Innovation Showcase

Sustained advocacy with government is a powerful way to influence change. At the December 2019 showcase, our Impact Initiative stall and a presentation from Louise both emphasised the huge opportunities for government to deliberately buy positive outcomes through social procurement.



MARIA HARRIS (DIA), TESSA HOGG & PENNY DOWN (ĀKINA)

### The Impact Economy Report

Our Ākina team leads got together to collaborate on [this thought-leadership publication](#) in response to the economic challenges and opportunities presented by the Covid-19 pandemic. By taking a more global view of impact in our economy the aim was to provide an inspirational challenge to leaders in big business and government to take an impact focussed approach to 'building back better'.

### Vision Week NZ

The inaugural Vision Week NZ generated a huge amount of conversation about what New Zealand's future could look like.

We joined the conversation online with webinars on the impact economy and on social procurement – with our friends at He Waka Eke Noa (now Amotai).



LOUISE AITKEN, CR TAMATHA PAUL, CHLÖE SWARBRICK MP & DAVID HALL

### Shaping the Recovery: Aotearoa Town Hall

Repositioning our economy to better serve people and our planet takes conversation – thousands of conversations, both private and public. We try to say 'yes' to presenting or speaking at as many public conversations as we can. One great example is the Aotearoa Town Hall series that ran online throughout the middle of 2020. Watch the [panel with Louise](#).

## OUTCOME AREA ONE: START WELL

Increased awareness, access and advocacy

Outcome

What we're working towards

# Increased awareness of how to access appropriate support

Pro bono legal support provided by

Russell  
McAugh

Indicators

How we're tracking

## We enabled access to different kinds of support

- Funding options – grants, seed funding
- Pro bono legal support
- Connections to networks and sectors
- Marketing support
- Impact modelling
- Fwd certification
- Business set up and planning

For enterprises that don't know where to start, or even what kind of help they might need, Ākina plays an important role in connecting them to relevant support services like funding, marketing or legal support – often in their community or local area.

With our finger on the pulse, we know what support is available and can provide insight into what kind of support is needed when. Facilitating connection and opening doors can be a powerful part of ensuring impact enterprises start well.



ANNE PURCELL, DIRECTOR OF CAPABILITY BUILDING



## OUTCOME AREA ONE: START WELL

Increased awareness, access and advocacy

Start well  
Case Study

# Urban Hope Weavers

## Accessing the right support to grow and support others

“Ākina has provided us with a sounding board, mentorship and tools to enhance what we are already doing. Working in collaboration with Ākina has taught how me to raise others up, has been vital to getting Pacific enterprises up and running, and contributed to our long term vision.”

– Tili Leilua, Founder

### What we did

Ākina first started working with Urban Hope Weavers when they attended one of our capability building workshops. At the time they were operating under the umbrella of a church, but through our work together they have accessed the right support, and set-up their own entity.

Through funding from the Puketāpapa Local Board and Auckland Council, Ākina supported the founders of Urban Hope Weavers, Tili and Peter Leilua, to move from attending Ākina led workshops to co-facilitating them. They now lead the delivery of their own services, in their community.

Urban Hope Weavers have been empowered to empower others – and the work they do with Pacific entrepreneurs makes a huge difference in getting new enterprises off the ground.



### About Urban Hope Weavers

Urban Hope Weavers are a Pacific owned enterprise operating in the Puketāpapa community.

Their mission is to grow community connection and economic resilience by building the capability of the enterprises they work with. They help local social enterprise develop their business ideas by providing mentoring, coaching, workshops and through a strong online presence.



PETER LEILUA & TILI LEILUA

## OUTCOME AREA ONE: START WELL

Increased awareness, access and advocacy

Start well  
Case Study

# Underground Hāngī

## Accessing the right support to develop a strong business model

“Working with Ākina has had such an impact on us. We’ve built our confidence, received sincere encouragement and practical support, and now feel ready to take every opportunity and overcome hurdles.”

– Jen Marr, Founder

### What we did

When Underground Hāngī first connected with Ākina they were operating through a fundraising model that was restricting their growth. With funding from Foundation North, we were able to provide the support they needed to evolve. This came in the form of a legal structures workshop, and one to one coaching which supported Underground Hāngī to develop a business plan.

With the plan in place, Ākina connected Underground Hāngī to the support they needed next; access to seed funding which got them up and running, and access to local services that supported them to get certification for their commercial operations. This has meant they’ve been able to scale their business and increase the cultural impact that comes through offering an authentic Māori kai experience.



### About Underground Hāngi

Underground Hāngī are a South Auckland based, whānau owned enterprise that offers an authentic hāngī catering experience. Their mission is to create an accessible and authentic Māori experience and bring Māori culture to life through kai.



DION MANUEL & JANITA MARRIOTT

## OUTCOME AREA TWO: RUN WELL

Organisations focus on impact

Outcome

What we're working towards

# More organisations take an outcomes focussed approach

Indicators

How we're tracking

**Ākina supported 34 organisations to develop an impact model**

**Ākina supported 11 organisations to develop a framework to help them measure their impact**

You can't manage what you don't measure, and this is certainly true of impact. In order to help increase the impact of the enterprises and organisations we work with we need to ensure they're supported to understand and measure their impact first. The best way to do this is through a tailored process to create a unique impact model and an impact measurement framework – which help prove that their activities lead to positive outcomes. This enables organisations to measure, manage and increase their impact.



CLEMENTINE BAKER, DIRECTOR OF IMPACT CONSULTING



## OUTCOME AREA TWO: RUN WELL

Organisations focus on impact

Run well  
Case Study

# TupuToa

## Focussing on impact by creating an Impact model

“Our relationship with Ākina is built on mutual respect and trust, united by a common purpose to deliver impactful initiatives which help build a more prosperous Aotearoa for all our people.”

– Anne Fitisemanu,  
Chief Executive, Tupu Toa

### What we did

Our impact team worked with TupuToa to develop their impact model. It's widely recognised that having an impact model helps organisations focus on their impact. An impact model brings clarity to the positive outcomes an organisation is trying to create, and identifies the activities that will get them there. We worked closely with TupuToa and their stakeholders to understand which of their activities were leading to their intended outcomes to increase corporate diversity and reduce employment barriers for Māori and Pasifika. With this framework in place, TupuToa are able to communicate with stakeholders and make better informed decisions about their activities, prioritising those that they know will lead to the greatest impact.



### About TupuToa

TupuToa tackle persistent inequalities in employment by working to reduce workplace entry and advancement barriers for Māori and Pasifika. They run programmes to prepare Māori and Pasifika young people for professional internships while they study at University. They also prepare internship providers to take on TupuToa interns through diversity and inclusion training. Afterwards, interns take up graduate positions in some of New Zealand's most influential organisations, a process which is supported by TupuToa. All this helps to ensure that corporate Aotearoa is more representative of our country as a whole.



PHOTO: SUPPLIED

## OUTCOME AREA TWO: RUN WELL

Organisations focus on Impact

Run well  
Case Study

# The Warehouse Group

Creating a framework to help measure impact

“If Kiwi businesses align to a common set of broader impact, non-financial performance indicators, we can make significant progress towards supporting the government with its objectives.”

– David Benattar,  
Chief Sustainability Officer,  
The Warehouse Group

### What we did

Through our work with The Warehouse Group we identified five impact areas that are central to how they operate. We created a measurement framework and a series of indicators to track the positive impact The Warehouse Group has on people and the environment.

The indicators will provide measurable insights into staff engagement, procurement practice and how its community and sustainability initiatives align to its overarching sustainability vision. The Warehouse Group will draw on these insights to map its progress against the indicators and track the organisation’s impact improvement over time. This data-driven approach will provide greater visibility and depth of understanding related to the Group’s impact on its stakeholder communities, the environment and New Zealand’s economy. For The Warehouse Group, this forms part of an ongoing commitment to running well and becoming a more purpose-led organisation.



### About The Warehouse Group

The Warehouse Group is made up of a collection of retailers that are kiwi household names like The Warehouse, Torpedo 7 and Noel Leeming.

With a vision of becoming the most sustainable, customer-centric retailer in New Zealand, The Warehouse Group is on a path to measuring its social and environmental impact.



PHOTO: SUPPLIED

## OUTCOME AREA TWO: RUN WELL

Organisations focus on Impact

Outcome

What we're working towards

# Organisations work collectively to achieve impact

Indicators

How we're tracking

## Ākina fostered a meaningful collaboration between 5 organisations

- Manukau Urban Māori Authority
- Ministry of Business Innovation & Employment
- Ministry of Transport
- Auckland Council
- Waka Kotahi - New Zealand Transport Agency

Making an impact doesn't have to be done alone, and often – it can't be. Collaboration and partnership are really powerful ways to create positive outcomes, especially when larger organisations focus their impressive resources on social or environmental impact. Working collectively is a sign that an organisation is running well, and it can support others to run well too. Find out how Ākina supported these five influential organisations to work collaboratively by reading the Sustainable Car Leasing case study on the next page.



TESSA HOGG, PROGRAMME MANAGER



Run well  
Case Study

# Sustainable Car Leasing

Organisations working  
collectively to create impact

## How it works

The Sustainable Car Leasing scheme will enable low income families and whānau to lease a safe vehicle that supports their day to day needs, while not becoming a financial burden with all the added costs vehicle ownership brings. The lease vehicles are hybrid or electric vehicles, to help reduce carbon emissions. The idea came out of the Financial Inclusion Industry Forum (now SCAFI group).

The scheme will also provide access to child restraints (booster seats) to increase safety for tamariki, and licensing assistance to help break down barriers to accessing employment and education.

The key to success of the scheme is collaboration between government, corporate, philanthropic and community groups. Ākina is unique in the relationships it holds in all of these sectors.

If delivered at scale, the scheme will create significant positive environmental and social impact by reducing the risk of spiralling household debt and increasing the use of safe, low carbon vehicles.

## What we did

To bring the idea to life, Ākina identified and brought together key partners to test the feasibility of the scheme.

We fostered collaboration between the partners to form real and equal partnerships focussed on shared outcomes. Each partner has contributed something unique and fundamental to the development of the idea. Manukau Urban Māori Authority have played a particularly important role through their trusted relationships with mana whenua.

Ākina will continue to play a key role in nurturing this collaboration in 2021 so the concept can be tested and scaled.



PHOTO: SHUTTERSTOCK

## OUTCOME AREA THREE: BUY WELL

Impact enterprises can access markets to achieve impact

Outcome

What we're working towards

# More buyers are connected and engaged



Find out about Fwd, our social procurement programme at [fwd.org.nz](https://fwd.org.nz)

Indicators

How we're tracking

**12 buyer members gained access to the Fwd marketplace**

**9 government buyers gained access to the Fwd marketplace**

Buying well is all about organisations intentionally purchasing impact through their supply chains. This opens up opportunities for impact enterprises to ply their trade and scale their impact.

A sure sign that social procurement practice is growing is that more buyers are engaged with our Fwd programme – which includes New Zealand's only dedicated social procurement marketplace. This showcases all suppliers that have been certified under the Ākina Fwd programme, and buyers can rely on this as a one stop shop to procure for impact. Buyers get support from Ākina to build capability across their organisation to identify opportunities procure for impact through the marketplace.



SEÁN BARNES, DIRECTOR OF SOCIAL PROCUREMENT

## OUTCOME AREA THREE: BUY WELL

Impact enterprises can access markets to achieve impact

Buy well  
Case Study

# McConnell Dowell

## A buyer engaged with social procurement

### What we did

McConnell Dowell recognised an opportunity for social procurement to play a role in supporting them to achieve better outcomes through their projects. They became a foundational Ākina Fwd Buyer member after proactively integrating membership into a project opportunity in Auckland.

Since then, Ākina has worked with McConnell Dowell to provide bespoke procurement support to identify opportunities with certified social enterprises on the online Fwd Marketplace. We've worked together to build the capability of McConnell Dowell team members across the organisation.

Fwd membership has led to a culture shift at McConnell Dowell and a more strategic and mature approach to social procurement. They constantly look for opportunities to build new certified suppliers into their supply chain. This leads to strong, ongoing relationships with their certified suppliers, and new opportunities to deliver positive impact on construction projects.



### About McConnell Dowell

McConnell Dowell are leaders in creative construction, engineering and maintenance and have been driving innovation since 1961. With their sustainability framework in place they work to avoid harm to the environment and enhance the resilience of the communities they operate in. They have a focus on creating shared value for their customers and people.





## OUTCOME AREA THREE: BUY WELL

Impact enterprises can access markets to achieve impact

Outcome

What we're working towards

# More buyers and suppliers are connected



Find out about Fwd, our social procurement programme at [fwd.org.nz](https://www.fwd.org.nz)

Indicators

How we're tracking

**77 supplier services were Fwd certified**

**60 suppliers were Fwd certified**

Impact enterprise suppliers are the other half of the social procurement equation. We're growing a marketplace dedicated to enterprises that are Fwd certified, meaning we've worked with them to ensure that their activities lead to impact. Suppliers go through a robust certification process, so that buyers have certainty that when purchasing from these enterprises, they're procuring for impact.

Fwd is all about connection, and the deals that result from buyers and suppliers working together. That's where the impact magic happens!



JULIE YOUNGMAN, SOCIAL PROCUREMENT ADVISOR

## OUTCOME AREA THREE: BUY WELL

Impact enterprises can access markets to achieve impact

Buy well  
Case Study

# Will&Able

## A certified supplier connects with buyers

“This engagement with Will & Able was probably the stepping stone for our people to understand how we are actually making a difference; it’s not often that you can say hand on heart that you are proud to work for your company and you can actually point to positive impact in your community.”

– Kate Potter, Procurement Manager  
New Zealand Post

### What we did

Will&Able are certified suppliers under the Ākina Fwd Supplier programme, which is how we connected them up with Fwd Buyer member New Zealand Post. New Zealand Post have a longstanding commitment to creating positive outcomes through social procurement.

Will&Able now sell their products to New Zealand Post at scale – they are used at a range of New Zealand Post sites, and are even used by a number of New Zealand post staff members to clean their own homes!

This relationship has helped Will&Able strengthen their reputation, which has supported connections and opportunities with other businesses that have gone on to buy their products. Increased product sales means more profit, which Will&Able uses to grow the business and employ an increasing number of people with disabilities.

## WILL&ABLE



### About Will&Able

Will&Able are a social enterprise that create eco-friendly cleaning products packaged in recycled plastic and packed by people with disabilities. The Will&Able mission is to provide employment opportunities to people with disabilities to bring them purpose and independence whilst also operating in an environmentally sustainable way.



PHOTO: SUPPLIED

## OUTCOME AREA FOUR: INVEST WELL

Impact enterprises can access capital to achieve impact

Outcome

What we're working towards

# More organisations are impact investment ready

The 2019 Impact Investment Readiness programme was supported by:



Indicators

How we're tracking

**\$150,000 was distributed to organisations to support their investment readiness**

**9 organisations received impact investment readiness grants**

**11 organisations received support to understand or prepare for Impact Investing**

An essential precursor to an organisation receiving investment is being ready for it.

In New Zealand we are seeing uncertainty around what it means to be ready for impact investment. On top of this, the costs involved in impact investment readiness are a barrier to the growth of the market. This is why we're working to enable more businesses to become ready for impact investment, so that they can go on to receive investment that enables them to grow both their business and their impact.





## OUTCOME AREA FOUR: INVEST WELL

Impact enterprises can access capital to achieve impact

Invest well  
Case Study

# Humanitix

Access to funding that increases investment readiness

### What we did

Humanitix used funding from the Ākina Impact Investment Readiness Programme to set up their successful Australian business in New Zealand. The programme covered professional services and advice from PWC as well as the legal fees involved in creating a new New Zealand business structure. Once this was done they were able to take on investment from a leading Kiwi foundation. Since then Humanitix have continued to grow, and are getting ready to hire more New Zealand team members!

### About Humanitix

Humanitix is an event ticketing platform dedicated to closing the education gap, which they do by directing a portion of ticketing fees to education projects. In Aotearoa they support educational equity for Māori, Pasifika and low decile learners. That means providing tech for kids like computers and an internet connection, as well as retooling schools through teaching methodologies based around community engagement. They work with the Manaiakalani Education Trust to make this good work happen.

# Humanitix



JOSHUA ROSS, ADAM MCCURDIE & GEORGIA ROBERTSON

## OUTCOME AREA FOUR: INVEST WELL

Impact enterprises can access capital to achieve impact

Outcome

What we're working towards

# More capital is invested into impact enterprises

**ImpactEnterprise**Fund

**IMPACT**  
MANAGEMENT  
PROJECT

Indicators

How we're tracking

**2 investment deals were arranged by Ākina through the Impact Enterprise Fund**

**\$1,518,700 worth of investment deals were supported by Ākina**

While impact investing is growing in New Zealand, the sector is still in its infancy, and Ākina is actively working to increase it. A key way we contribute to this is as a partner in the Impact Enterprise Fund – New Zealand's first impact investment fund – which invests in kiwi businesses that create powerful impact.

We work with Impact Ventures and New Ground Capital to manage the fund, make investments and then support those companies to succeed. Ākina is also a strategic partner of leading impact framework, the Impact Management Project. We use this framework to manage the impact of the Fund.



JACKSON ROWLAND, DIRECTOR OF ĀKINA INVEST

## OUTCOME AREA FOUR: INVEST WELL

Impact enterprises can access capital to achieve impact

Invest well  
Case Study

# Grounded

## Capital is invested into an impact enterprise

“Receiving investment from the Impact Enterprise Fund has enabled us to significantly accelerate the growth of our business, and the impact we’re aiming to achieve”

– Ben Grant, Co-founder

### What we did

Through our work with The Impact Enterprise Fund Ākina enabled investment into Grounded, providing them with significant funding – alongside other impact co-investors. This enabled them to scale their business and their impact. Following investment, the positive impact of Grounded has increased significantly, and continues to grow. They’ve since launched an online platform for purchasing sustainable packaging and scaled their services.

### About Grounded Packaging

Grounded provides sustainable packaging solutions to businesses around the world to reduce the amount of plastic waste in our landfills and oceans. They’re working with innovative suppliers of sustainable packaging to create a system that enables proper disposal of packaging. A portion of profits from Grounded are also directed to The Seabin Project, which removes plastic from the ocean. Grounded purchase carbon credits to offset the emissions created during production and logistics. Grounded’s sophisticated impact calculator uses over 60,000 data points to quantify the impact of customers’ choice to change their packaging materials to Grounded products.

## GROUND PACKAGING





# PART THREE

## Impact Summary



# Enabling the impact of others

Ākina creates positive impact by enabling the impact of others – that's why we exist.

We enable many different types of organisations, on different stages of their journey, to create a wide range of impact.

In the 2019/20 year, many of our clients were supported through these core services:

- Impact consulting; theory of change and impact measurement
- Fwd social procurement certification for social enterprise suppliers
- The Impact Investment Readiness Programme

## ākina

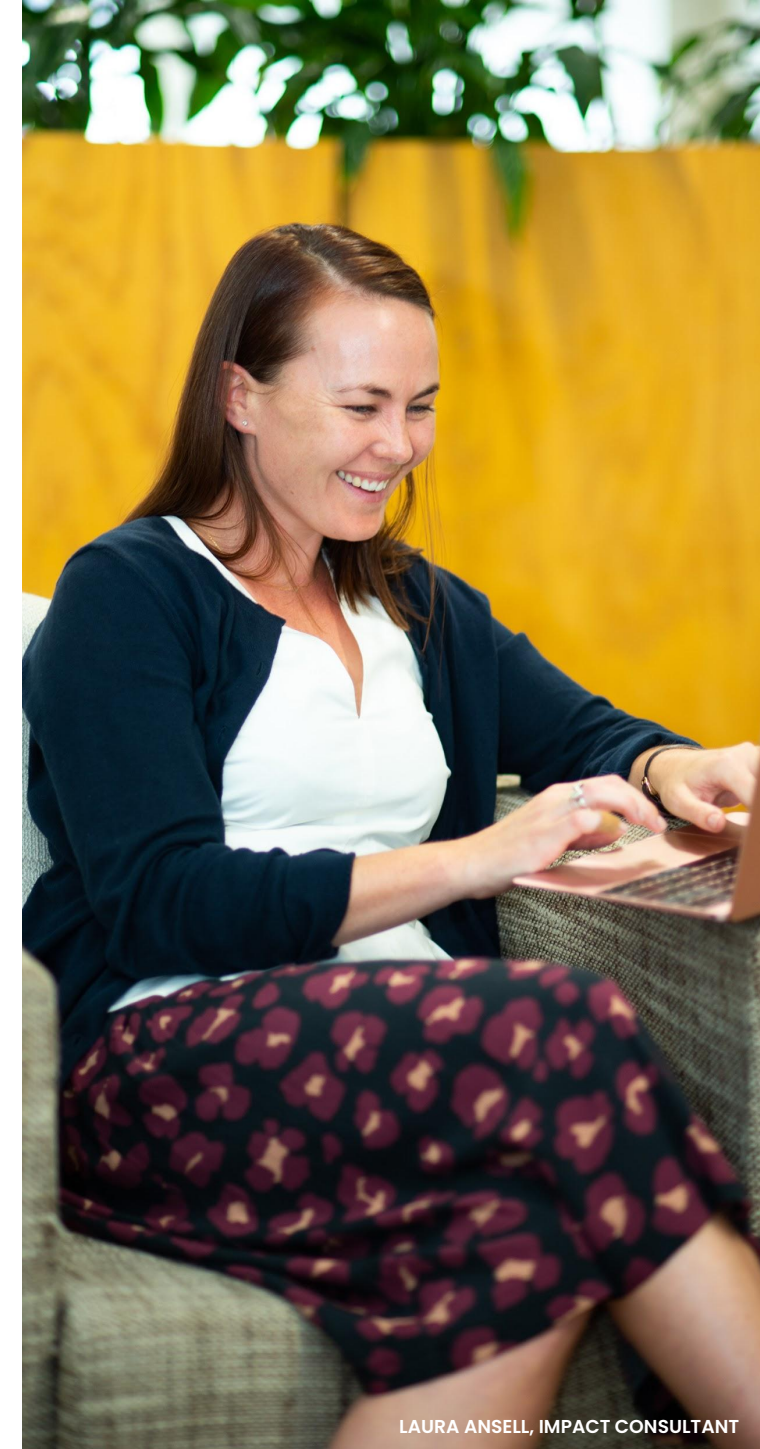
Our impact consulting services support impact-led organisations to measure and manage the positive outcomes they create.



The Fwd certification mark is for social enterprises that have been certified as ready to engage in social procurement

— ākina —  
**IMPACT**  
INVESTMENT READINESS  
PROGRAMME

Supports impact-led businesses to pay for professional services that will assist them in securing impact investment.

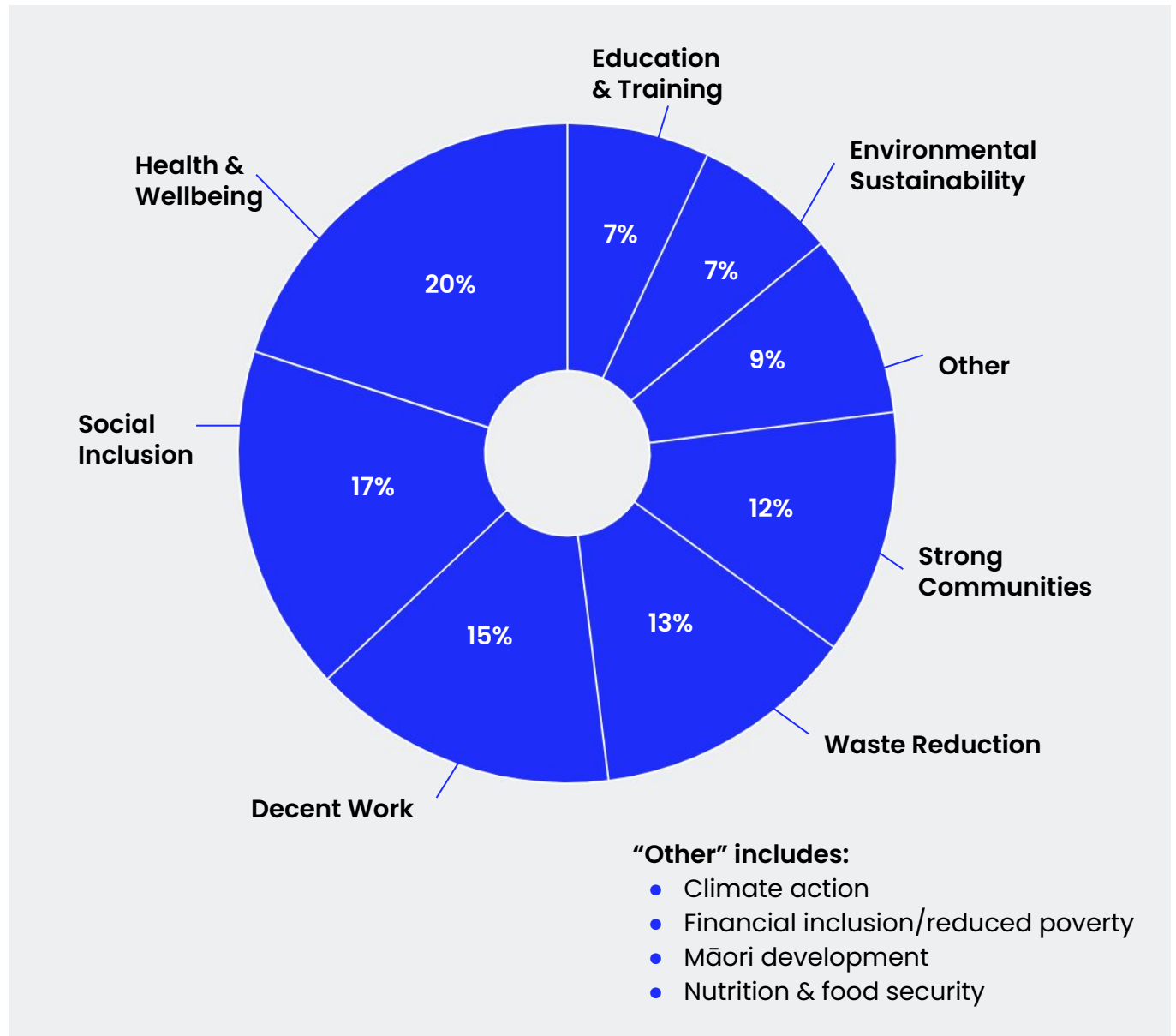


LAURA ANSELL, IMPACT CONSULTANT

# Our clients' impact

This diagram shows the impact areas of the clients that received our core services. We work across 11 impact areas.

Our impact aligns most strongly to five UN Sustainable Development Goals





# Talk to us about starting your impact journey



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# ākina

Ākina is a Te Reo Māori word meaning: 'to challenge, to encourage, or urge onwards'

It's a powerful call to bold action.

Ākina is Aotearoa New Zealand's leading impact consultancy.

We're on a mission to put positive social and environmental outcomes at the heart of how business is done in New Zealand.

Together, we can help you make a positive difference.

[www.akina.org.nz](http://www.akina.org.nz)

