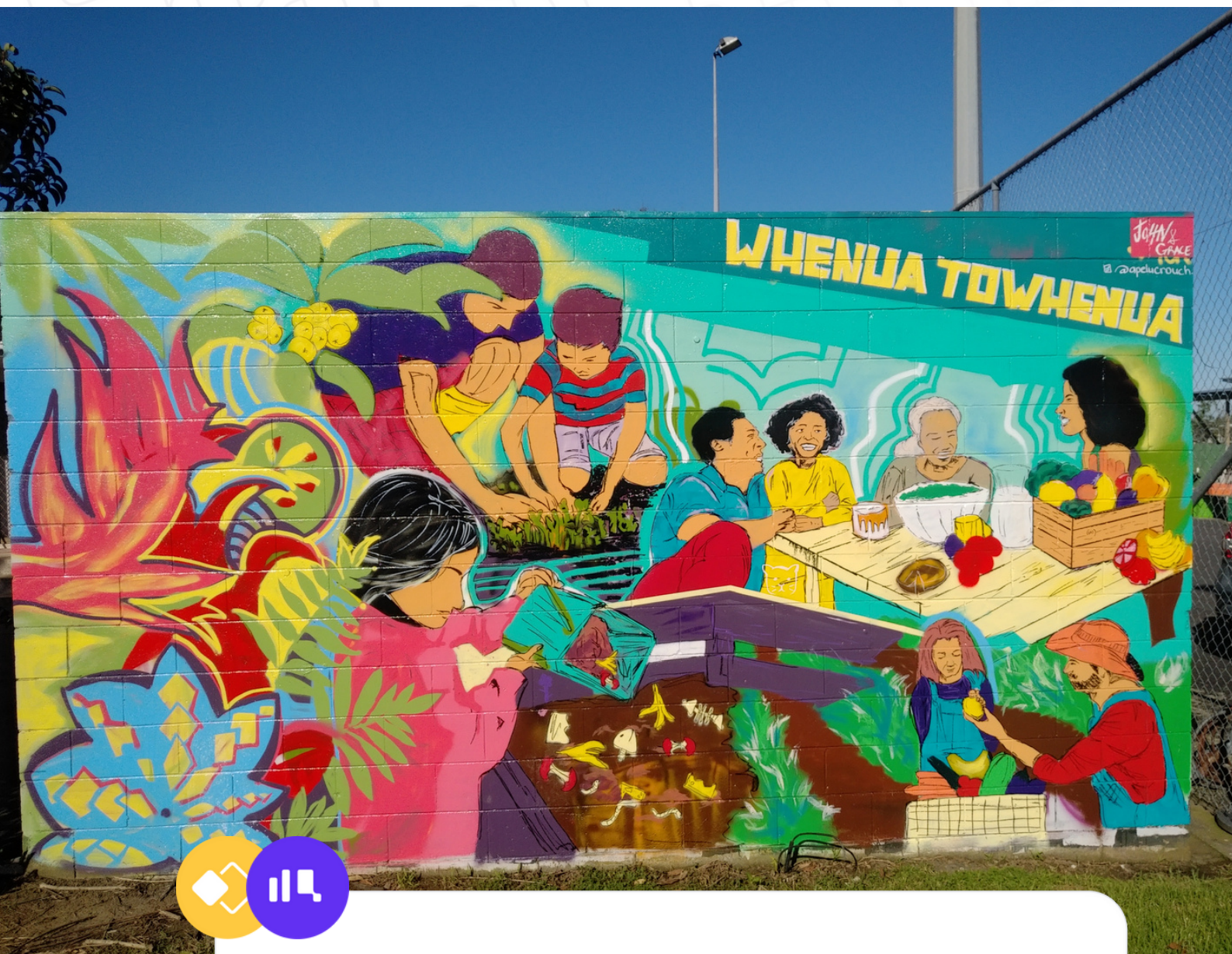




GoodMeasure Foundations and Forecast Report for The Food Hub Collective 2025

Whenua to Whenua Experiential
Learning Programme



Executive summary

The Food Hub Collective was established in 2018 to operate the Papatoetoe Food Hub and is now the kaitiaki of the 'Food Hub model', an idea conceived and developed by Healthy Families South Auckland (HFSA) in 2017 through community co-design as a response to food insecurity and food waste. The Collective grew from grassroots organising into a trusted local institution. Its leadership is drawn from the community it serves, and its governance and business approach are shaped to be practical and scalable, focused on rescuing and upcycling surplus food into affordable and nutritious meals. Its Whenua to Whenua concept was designed to reconnect people with the whakapapa of kai, combining indigenous knowledge and hands-on practice to build local food resilience and sovereignty, enabling positive environmental and social impact.

In 2025, HFSA and the Food Hub Collective set out to better understand ways to measure their impact and explore options for future iterations of the previously run Experiential Learning programme. They partnered with ImpactLab to understand what data they need to tell a strong impact story, laying the foundations for future impact measurement through **GoodMeasure Foundations**. Additionally, the Food Hub Collective have worked with ImpactLab to develop a research informed outline of the potential programme and data estimates that can be used for a **GoodMeasure Forecast** of the programme if it was to run during the next financial year.

This report highlights the forecasted programme and the research that has been used to develop it. It identifies what data would be important for the Food Hub Collective to collect to help build internal alignment and take practical next steps to demonstrating impact once the programme is running. Additionally, this report includes:

- **An intervention logic** outlining how the programme aims to create change
- **Research-informed insights** to show how the programme has been developed in alignment with academic research, and options to further enhance outcomes and effectiveness
- **Data collection recommendations** to consider once the programme begins to operate
- **GoodMeasure Forecast results** which includes a forecast of the social value that could be created by the programme over the next financial year.

It has been a pleasure working with the HFSA and Food Hub Collective teams, and we look forward to seeing how the programme develops over the coming years.

Ngā mihi,

ImpactLab

The ImpactLab Team

GoodMeasure Foundations and Forecast

GoodMeasure Foundations

GoodMeasure Foundations offers a practical first step to building an understanding of social value, assess data readiness, clarify programme goals and map these to data and the global evidence base. Whether working with limited data, constrained budgets, or just beginning to explore the potential impact of a programme, it helps get data organised to tell a strong impact story, laying the groundwork for future impact measurement.

GoodMeasure Forecast

GoodMeasure Forecast is a forward-looking version of ImpactLab's core GoodMeasure product, designed to estimate the potential social return on investment (SROI) and social value for programmes that are in the planning or pre-implementation phase. Using the same robust methodology as GoodMeasure, this tool provides future-focused social value metrics and research-informed insights to support decision-making and strategic planning. It is particularly for estimating the potential impact of a business case, or testing the value of scaling or adapting an existing model.

The combination of these products

Combining GoodMeasure Foundations and GoodMeasure Forecast allows for programmes which are not yet established to build the foundations for impact measurement, but also to get forecasts on the social value and social return on investment that could be created by the programme. In cases where there is a lack of certainty about what the intervention will look like, the literature review process that is part of the Foundations tier 3 product can be used to develop and plan a programme structure that aligns with both effective practice and the goals of the organisation.

The scope of the project for the Food Hub Collective

ImpactLab has supported the Food Hub Collective to design a programme that aligns with the organisation's goals and mission, and is also aligned with effective practice. Using the scope of this future programme, ImpactLab conducted analysis using estimates from the Food Hub Collective on participant numbers and costs over a yearly period to estimate the forecasted social value and social return on investment that the programme could have. This process allows the Food Hub Collective and Healthy Families South Auckland to consider the potential impact of the programme, with the goal of this leading to successful implementation. Data recommendations have been provided to support the Food Hub Collective to validate this impact and gain meaningful insights once the programme is operational.



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Background and Overview

In 2017, Healthy Families South Auckland (HFSA) quietly planted the seed for something practical and ambitious: a community-centred response to food insecurity that could also heal the land, create local livelihoods and reconnect people with the whakapapa of kai. That seed became a conversation, then a plan, and by early 2019 it had grown into a living experiment, the Papatoetoe Food Hub, run by a new community organisation, the Food Hub Collective.

HFSA and The Food Hub Collective

HFSA's role from the outset was to imagine the model, broker partnerships, help shape the kaupapa, and then stay at the side as a facilitator and supporter: enabling funding conversations, offering project development guidance and helping the Collective to embed evaluation and learning as the work scaled.

The story of the Food Hub is first and foremost a story about making surplus food useful. In a simple loop, surplus produce and food that would otherwise be wasted are rescued and upcycled into nourishing meals, juices and other products. Food scraps are composted and returned to gardens, closing the cycle from whenua to whenua. That practice sits at the heart of an enterprise that is not a charity in the traditional sense but a community-led social enterprise: trading to cover costs, reinvesting revenue to grow the kaupapa and intentionally creating dignified access to food rather than relying only on emergency responses.

Implementing the kaupapa

The Papatoetoe Food Hub quickly became more than a kitchen or café. Guided by principles such as kai aroha, manaakitanga, whanaungatanga and regenerative practice, the hub offered affordable, culturally appropriate meals that reflected the diversity of South Auckland. This provided a dignified alternative to the difficult choices many households face when budgets are tight, and it does so while modelling a circular food economy.

Since becoming fully operational in 2019 the hub has translated its values into tangible impact: it has employed local people, produced thousands of meals for the community and rescued large amounts of food from landfill, outcomes that have both social and climate benefits. Together, the Papatoetoe Food Hub and the Food Hub Collective represent a tested, place-based approach to food resilience. HFSA's continued enabling role, from concept development in 2017 through to ongoing facilitation, partnership brokering and project support, has been a critical thread in the project's journey, helping the hub move from idea to an operational, measurable contributor to community health and wellbeing.

The Whenua to Whenua Experiential Learning Programme

The Collective's strategic intent is to deepen waste reduction and circular-economy initiatives, strengthen community food security, build financial resilience and influence wider food-system change. To do this, they have operated a range of initiatives to foster deeper community understanding and education related to these concepts.

One of these initiatives is the Whenua to Whenua experiential learning programme, a series of hands-on experiences that invite people to re-think food, reconnect with the whakapapa of kai and re-evaluate the relationship between people and place. The programme sessions weave indigenous knowledge, practical gardening and food skills with storytelling so participants can imagine and practice what food sovereignty looks like. By working with ImpactLab to assess local and global literature, the Collective have been able to identify and establish what an effective and impactful programme may look like. Although the original programme was designed to attend adults, youth, and kids, working with children in schools was identified as a potential way to work at scale and create meaningful long-term change. The proposed programme therefore is forecasted to work with students from schools in the Papatoetoe area.

Proposed Programme Details for Forecast

The Whenua to Whenua Experiential Learning Programme aims to weave indigenous knowledge with practical gardening and food skills to educate primary and intermediate students about food sovereignty and sustainability through hands-on, whenua to whenua learning experiences. This is expected to benefit children through life skills and greater food systems knowledge that they can develop throughout their life.

Scope of measurement and research alignment

The new Whenua to Whenua Experiential Learning Programme has been designed and planned to operate between the 1st July 2026 to the 30th June 2027 within the Papatoetoe area, with data estimates reflecting this time period.

Several factors of effectiveness have been considered when designing the programme, such as:

- **Dosage:** given that the length of time recommended to change knowledge through learning is at least 15 hours (Khan & Bell, 2019), the programme has been developed to provide up to 20 hours of learning for students.
- **Implementation:** The programme aims to utilise the resources of schools alongside the expertise of local communities, operating in a space where children can continue to engage in content after the facilitator has finished running the programme. This will be done by supporting teachers to embed learnings around gardening, composting, cooking, sustainability, and nutrition knowledge into their everyday curriculum.

Programme details

The programme will provide experiential learning experiences that implement key life skills and practical learnings. School gardens will be utilised where possible to ensure learnings are ongoing.

The programme has been planned to run through five 4-hour sessions over a school term, operated by 2 FTE staff who have experience with gardening and cooking, and knowledge about food waste. Content will be aligned with the Whenua to Whenua model developed by the Food Hub Collective, which documents the cycle of rescuing food to make it available for communities. Learning outcomes of activities will be experiential and focused on the whakapapa of kai, practical composting and simple cooking. The content will be delivered to match shorter attention bursts, with lots of hands-on tasks such as digging, mixing, and tasting. Most sessions will be delivered at schools to utilise and enhance school gardens, with some sessions aiming to be operated on an offsite premise that is set up with a garden, kitchen, and other facilities required to teach kids the necessary knowledge and skills.

Inputs to the forecast

All forecasted data inputs have been calculated based on input from the Food Hub Collective. Estimates are indicative only, and do not reflect predictions of the forecasted year.

Participants: The number of starting participants has been calculated based on the estimated capacity of 2 FTE staff, who would work with 16 classes per term over 4 days per week. Over 4 terms this equates to 64 classes. Making an assumption that on average class sizes may be around 30, this equates to roughly 1,920 students across four terms. The number of students expected to meaningfully engage is 1,354. This number has been calculated with education counts data on the percentage of students in the Ōtara-Papatoetoe Territorial Authority who attended 80% or more days of school during term 2 of 2025. 80% or more was deemed as the engagement rate as 80% of 20 hours is 16, which aligns with evidence from Khan and Bell (2019) that at least 15 hours of learning is required to change knowledge.

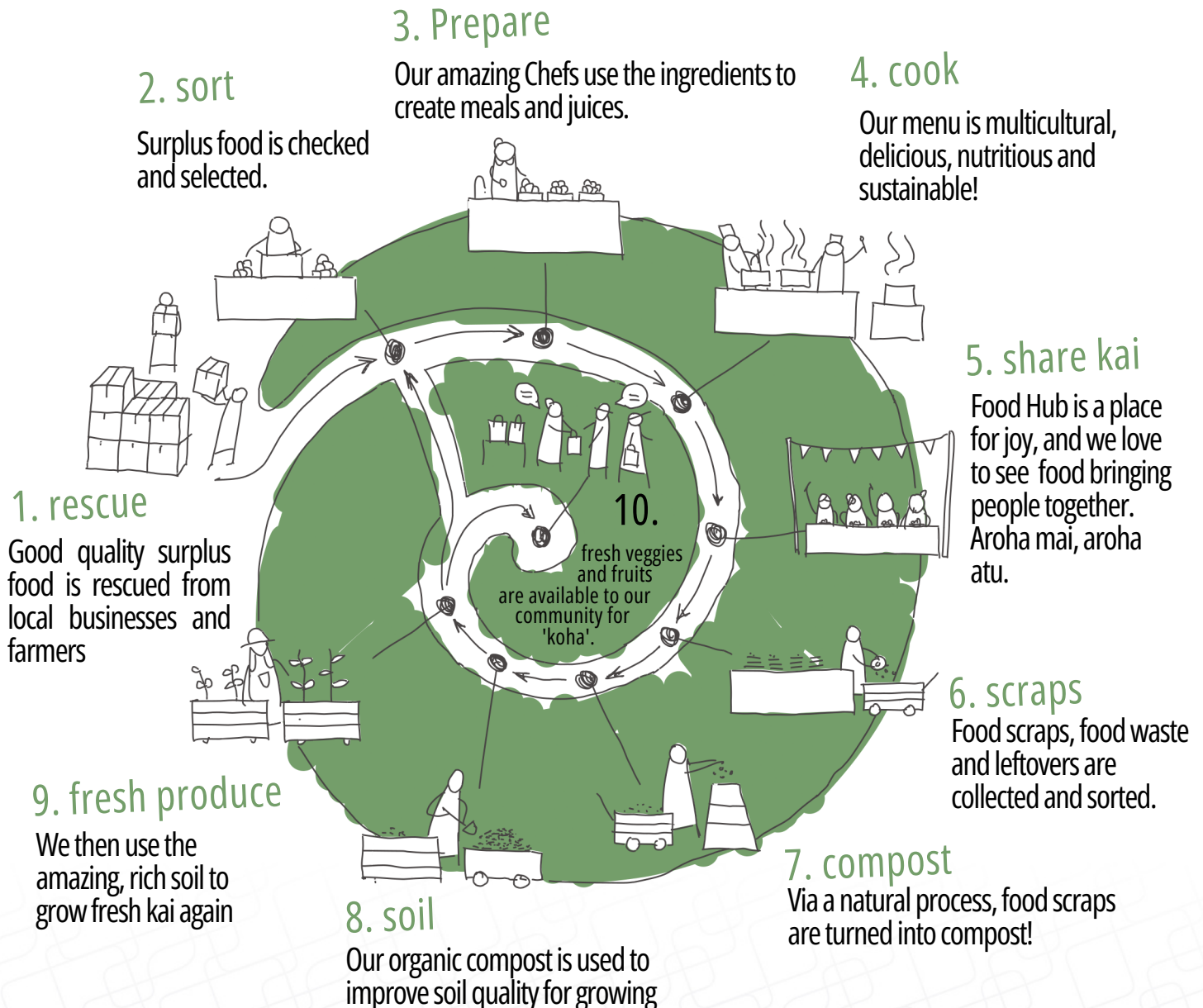
Costs: The Food Hub Collective have attributed salaries for 3 workers who will deliver the programme (2 FTE) based on \$30 per hour wages, which equates to \$120,000. Other estimates for overheads and operational expenses have been estimated based on previous iterations of the programme. The cost of resources required for the programme has been estimated at \$8 per student per lesson, which equates to \$67,843 over the year in scope. Overheads have been estimated to be \$60,080. This equates to total programme costs of \$247,923.

WHENUA to WHENUA



“the recovery of the people is tied to the recovery of food, since food itself is medicine – not only for the body but for the soul, the spiritual connection to history, ancestors and the land.”

quote from Winona LaDuke

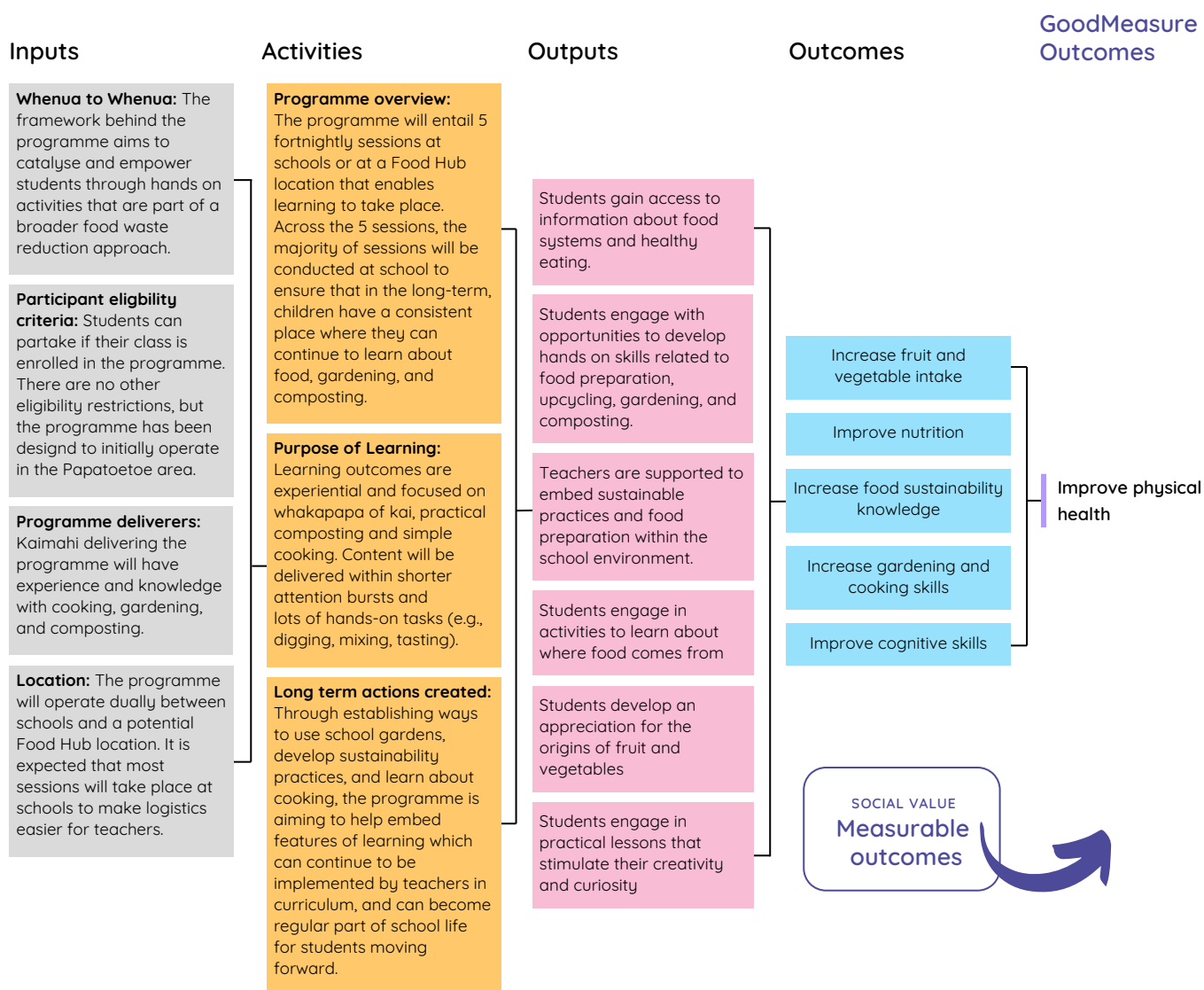


How the Whenua to Whenua Experiential Learning Programme aims to create change

The Whenua to Whenua Experiential Learning Programme aims to weave indigenous knowledge with practical gardening and food skills to educate primary and intermediate students about food sovereignty and sustainability through hands-on, whenua to whenua learning experiences.

This intervention logic shows how Whenua to Whenua aims to create change:

Whenua to Whenua Experiential Learning Programme



Inputs: The core elements and features used to implement the programme.

Activities: The activities associated with delivering the programme's goals.

Outputs: The immediate and short-term results that are enabled by the programme's activities.

Outcomes: The positive medium- and long-term results that are enabled by the outputs.

GoodMeasure Outcomes: Measurable outcomes where impact can be quantified in dollar terms through GoodMeasure.

Key insights from academic research

With an understanding in mind of what the Food Hub Collective are aiming to achieve with Whenua to Whenua, a literature review was conducted to assess what similar programmes are out there, as well as the effectiveness of these different approaches at creating outcomes for individuals which can be quantified within ImpactLab's GoodMeasure methodology.

Programme models identified from the literature review

Several different types of programmes have been highlighted from the local and global literature base which aim to improve gardening skills, increase food systems knowledge, or improve health and nutrition.

Most of the literature focuses on garden-based interventions and a mixture of learning, rather than purely on cooking or education, although one study by Prescott and colleagues (2019) utilised a teach the teacher model to implement a food sustainability curriculum which aimed to improve nutrition for students. An international umbrella review by Skelton and colleagues (2020) reported on the many garden-based studies in this space, including home-garden interventions, school-garden interventions, and after school garden interventions.

Other research on studies assessing a singular intervention highlights the range of approaches across the literature base. One study from Nepal outlines a dual programme design with both school and home gardens the focus (Schreinemachers et al., 2020). In this programme, parents are also included in the learning and are supported to implement dietary changes. Other research on a London-based programme emphasised the importance of incorporating physical activity and dietary learnings (Khan & Bell, 2019), suggesting that physical involvement and learnings about growing food can go hand in hand to improving health of children. There is some research from New Zealand, with Hardy and colleagues (2024) listing the Garden to Table programme as a well-founded school-based model in New Zealand, which has had an evaluation report done by SHORE and Whariki Research Centre (Dickinson & Gregory, 2013).

Evidence across programme types

Studies which are implemented in schools or in home gardens appear to be the most effective from the literature base, with improved nutrition being the most well evidenced outcome.

Childhood is suggested to be an important time of intervention for fruit and vegetable intake, as children who adopt healthy eating behaviours are likely to maintain these behaviours in adulthood (Khan & Bell, 2019). Several studies suggest that depending on programme features such as duration, intensity, and content, school garden-based programmes can have small positive effects on fruit and vegetable intake in children (Skelton et al., 2020; Prescott et al., 2019; Chan et al., 2022), with research on the garden to table intervention consolidating these findings in a New Zealand context (Hardy et al., 2024; Dickinson & Gregory, 2012). In terms of content, it is suggested by Holloway and colleagues (2023) that hands-on, experiential learning and integration with nutrition education can enhance outcomes. In terms of duration, Dickinson and Gregory (2013) suggest that at least 15 hours of learning support implementation of knowledge, while 50 hours of learning support changes to behaviour.

The implications of increasing fruit and vegetable intake are important, as they are subsequently associated with a range of health issues (Khan & Bell, 2019). The strength of this association indicates there is decent evidence a garden-based programme for children could improve physical health. Other outcomes such as mental health and academic achievement are mentioned in some studies, but are not quantitatively measured in a way where ImpactLab could evidence them. Programmes can be distinguished by direct intervention and teach the teacher models. Findings from Schreinemachers and colleagues (2020) suggest that teach the teacher models may be less effective than interventions led by experts who help apply the education module directly to children. This is likely because teach the teacher models open room for fidelity, and are dependent on the resources available to the school (Skelton et al., 2020).

GoodMeasure Forecast metrics for the Whenua to Whenua Experiential Learning Programme

ImpactLab estimates that for the cohort who may start between the 1st of July 2026 to the 30th of June 2027, the positive shifts created by the programme for the lives of students in the Papatoetoe region would be forecasted to generate \$521,948 of social value for New Zealand, and a Social Return on Investment of \$1 : \$2.10.



Total social value

\$521,948

Forecasted social value

The estimated lifetime social value that this programme could generate for participants during the measurement period.



Average social value per person

\$386

Forecasted social value per person

The total social value divided by the total number of people that have been predicted to meaningfully engage in the programme.



Average cost per person

\$129

Total costs: \$247,923
Direct costs: \$187,843
Indirect costs: \$60,080

Forecasted cost per person

The total costs divided by the total number of people that have been predicted to start the programme.



This equates to an estimated SROI of

\$1 : \$2.10

SROI

The measurable social value as a proportion of programme cost. This is calculated from the total social value divided by the total operation costs, and rounded to the nearest 10c.

For every dollar invested in the programme, we estimate \$2.10 will be returned to New Zealand in terms of better lives, higher incomes and reduced government costs.

Data used to estimate social value for the Whenua to Whenua Experiential Learning Programme

Outcomes, effectiveness, population, and opportunity have been estimated to produce a quantified social value for the Whenua to Whenua Experiential Learning Programme. Data is estimated for the period in scope of the 1st July 2026 to the 30th June 2027. Estimates are based on assumptions of potential schools and classes that could be involved.

There are two types of social value estimated: monetary and intrinsic. Both are important. We can link monetary benefits to government departments who may experience cost savings in the future because of improvements in people’s lives. Intrinsic benefits reflect improvements in peoples’ subjective wellbeing.

For the Forecast of the Whenua to Whenua Experiential Learning Programme, 100% of the social value estimate is from what we call intrinsic value - it is a theoretical value to reflect an improvement in people’s subjective wellbeing. While the programme may create monetary savings to for government departments, there was limited government and academic data available to attribute monetary values.

To calculate social value, ImpactLab assesses for each outcome:

- Effectiveness - evidence from programme data and global literature about how effective a programme can be;
- Opportunity - the size of the opportunity for the people a programme serves to achieve more positive outcomes; and
- Population - the number of people meaningfully engaged during the period in scope.

By combining these inputs, the social value calculation helps us understand how a programme or intervention helps change lives for the better. We divide the social value by cost information to calculate a programme’s social return on investment.

The table below illustrates how ImpactLab calculated social value for the Whenua to Whenua Experiential Learning Programme:

Outcomes (What outcomes can be valued?) × Effectiveness (What is the estimated size of effect?) × Opportunity (Who do you support?) × Population (How many people engage?) = Total social value					
Tamariki	Improve physical health	Small	General population data	Engagement was determined based on attendance data for the primary and intermediate schools that have been identified as most likely to participate in the programme. Subsequently, this meant that out of the possible 1,920 students who could take part, 1,354 would be expected to meaningfully engage.	\$521,948

How the forecast of the Whenua to Whenua Experiential Learning Programme compares to other GoodMeasures

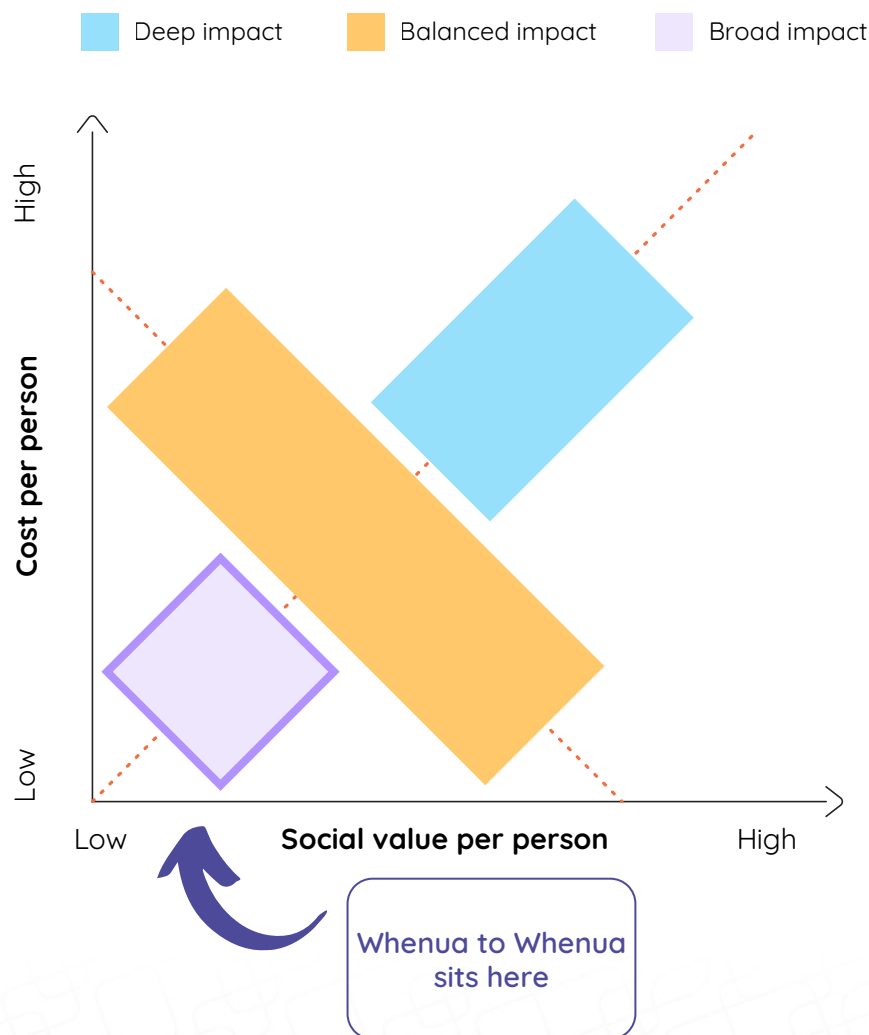
Across the impact sector, programmes are delivered on a spectrum of scale, depth and breadth of need. Analysing the programmes evaluated by GoodMeasure so far based on these levers, ImpactLab have identified three distinct investment approaches to better understand the strengths and opportunities for greater impact for each approach.

Social value and cost

While there is no right or wrong way to invest, understanding how scale, social value and cost per person influence a programme's social return can help decision-makers identify where their programmes sit and make data-supported decisions about how to invest for greatest impact.

Relative to other programmes measured, the forecast of the Whenua to Whenua Experiential Learning Programme sits in the broad impact range for cost and social value per person. These are typically lower cost, larger scale programmes that deliver modest social value to many people.

As a broad impact programme, the forecast of the Whenua to Whenua Experiential Learning Programme sits towards the upper end of programmes in terms of cost efficiency, and the lower end of programmes in terms of social value per person.



Coverage of measurement

Across all broad, balanced, and deep impact programme, lower data quality results in higher uncertainty of impact.

Data recommendation summary

Data recommendations have been presented for the Food Hub Collective, with a specific focus on the cost, outcomes, effectiveness, population, and opportunity data needed to produce a quantified estimate of social value and Social Return on Investment. What data is accessible and meaningful for measuring impact can vary depending on the context of a programme, organisation, and sector.

Lever + Description	Score Data readiness Assessment	Future opportunities
 Outcomes The measurable outcomes that reflect the key changes your people experience	 Build the foundations	• Activities and key programme components
 Effectiveness The evidence from frontline data and global literature about how effective a programme can be	 Build the foundations	• Fruit and vegetable intake • Academic achievement
 Opportunity The size of the opportunity for the people served to achieve more positive outcomes	 Build the foundations	• Education attendance • Poor physical health
 Population The number of people supported, including those who start and meaningfully engage	 Build the foundations	• Define what starting & engagement/early exit look like • Track people against engagement definitions • Demographic breakdown
 Cost The cost to deliver the programme, including direct and indirect costs	 Build the foundations	• Direct programme costs • Indirect programme costs • Direct organisation costs • Indirect organisation costs • Programme FTE • Organisation FTE

Key

Data readiness
assessment level
(Least → Most)



Build the foundations

Making sure the foundations are in place



Evidence your core impact story

Addressing any data gaps that are critical to evidencing the intervention logic



Become the best in class

Moving towards best practice in your sector



Capture more of the value you create

Collecting data that enables more of the social value of the programme to be captured

Future data opportunities



Lever: **Population**

Level:



Build the foundations

Where are you right now?

The Food Hub Collective have identified the potential schools they will work with, although beyond estimates, it is not yet clear exactly how many participants will be supported by the programme over a given year, and what proportion of participants would go on to meaningfully engage. Meaningful engagement is typically measured as the point at which participants start to gain long-term benefit from the programme. For Whenua to Whenua, attendance data could be used to infer engagement.

What datapoints should you focus on?

	Indicators to collect for data readiness	Why this matters
Priority	Define what starting & engagement/early exit look like	This is useful to help determine if your participants are engaging meaningfully enough to receive the benefits that you're aiming for. Additionally, the number who meaningfully engage is necessary for ImpactLab to measure your programmer's social value.
	Track people against each of these definitions	Allows you to record the number of people you support, which can be useful for reporting.
	Demographic breakdown	This helps you track whether the programme is reaching the desired demographics and identify any trends in the population you engage with.



Lever: **Opportunity**

Level:



Build the foundations

Where are you right now?

The Whenua to Whenua Experiential Learning Programme does not currently have a specific target population beyond primary and intermediate school age children. If The Food Hub Collective decided to focus on an at-risk population, rather than the general population, there are some datapoints which could be worth collecting to validate the risk of the target group, and which could be used in social value calculations to indicate the level of risk for negative outcomes. For the current scope of the programme, these datapoints could still be worth collecting, but should only be considered as nice to have, rather than as priority.

What datapoints should you focus on?

	Indicators to collect for data readiness	Why this matters
Priority	Education attendance	To provide insight on engagement in the programme. While we have been able to use data from the territorial authority that the programme will operate in for this Forecast, having real data on attendance will be more accurate, and may provide some useful insights.
Desirable	Poor physical health	This could be a simple survey of any physical health related variable (e.g., likelihood to eat fruit or veges, amount of weekly physical activity). This would be useful to understand the situation of these kids before they come into the programme. It can also be used to inform the opportunity of the improve physical health outcome

Future data opportunities

  **Lever: Outcomes and Effectiveness** Level:  **Build the foundations**

Context for collecting outcomes and effectiveness data

One GoodMeasure outcome has been quantified through ImpactLab's research process for the Whenua to Whenua Experiential Learning Programme. Despite this, it would be worthwhile for the Food Hub Collective to capture outcomes and effectiveness data to demonstrate the benefit of the programme beyond what can be evidenced by documented effects on synonymous programmes in the academic literature. In this case, outcomes reflect the variable of focus, and effectiveness reflects the extent of change to that variable.

Capturing effectiveness requires collecting data at programme start and at programme end. Therefore, suggestions in the table below reflect data that would need to be collected at programme start and at programme end. Collecting data after programme end can also be a useful way of establishing whether the effects found at programme end are likely to be sustained after an individual finishes the programme.

It is worth noting that neither of the measures included are listed as priority, as completing a full GoodMeasure report is doable without collecting any outcomes/effectiveness data. Additionally, ImpactLab has included recommendations here based on what may be feasible for the Food Hub Collective to collect data on. Any data related to outcomes and effectiveness is useful, and if there are other outcomes that the programme may create, these would be worth capturing.

What datapoints should you focus on?

	Indicators to collect for data readiness	Why this matters
Priority	Activities and key programme components	The current understanding of the programme for this forecast is based on rough estimates about the content and programme structure. To ensure the programme accurately aligns with the literature, and to ensure programme fidelity, it will be important for the Food Hub Collective to capture the core activities that the programme consists of as it is further planned and implemented.
Desirable	Fruit and vegetable intake	This variable has been used in several studies identified in the academic literature and would be useful to help validate whether the effects of the Whenua to Whenua Experiential Learning Programme are aligned with the literature base. Interestingly, some studies have used photographic technology to measure the amount of fruit and vegetables remaining on a plate for each student. While this is arguably unfeasible for the scope of the Whenua to Whenua programme, getting some measures of preference for fruit and vegetables before and after the programme would help to validate some of the academic findings of similar programmes.
	Academic achievement	There is a theoretical basis for academic achievement to improve as a result of an intervention like Whenua to Whenua, and studies of garden-based programmes which are curriculum oriented produce positive results. Collecting data on this variable would help assess whether there is an effect for programmes which are not specifically aligned with curriculum as well. This could be done by collaborating with teachers and/or schools to get quantified metrics before and after the programme.

Future data opportunities



Lever: **Cost**

Level:



Build the foundations

Context for collecting cost data

There is currently no cost data for the programme as it is yet to start. The Food Hub Collective have the opportunity now to track cost data on a regular basis. Costs are half of the SROI equation, so they are important to get right. Additionally, it is an important and regular process to report on cost data to ensure funding is aligned with programme costs. By breaking programme costs down between direct and indirect costs, organisations can assess where costs are being attributed. This process helps ImpactLab to sense check costs to ensure expenditure has been attributed in line with ImpactLab's standardised approach to cost tracking. ImpactLab's methodology excludes one-off costs, meaning that any costs that are considered abnormal relative to average for a given year in scope would be excluded from the costs.

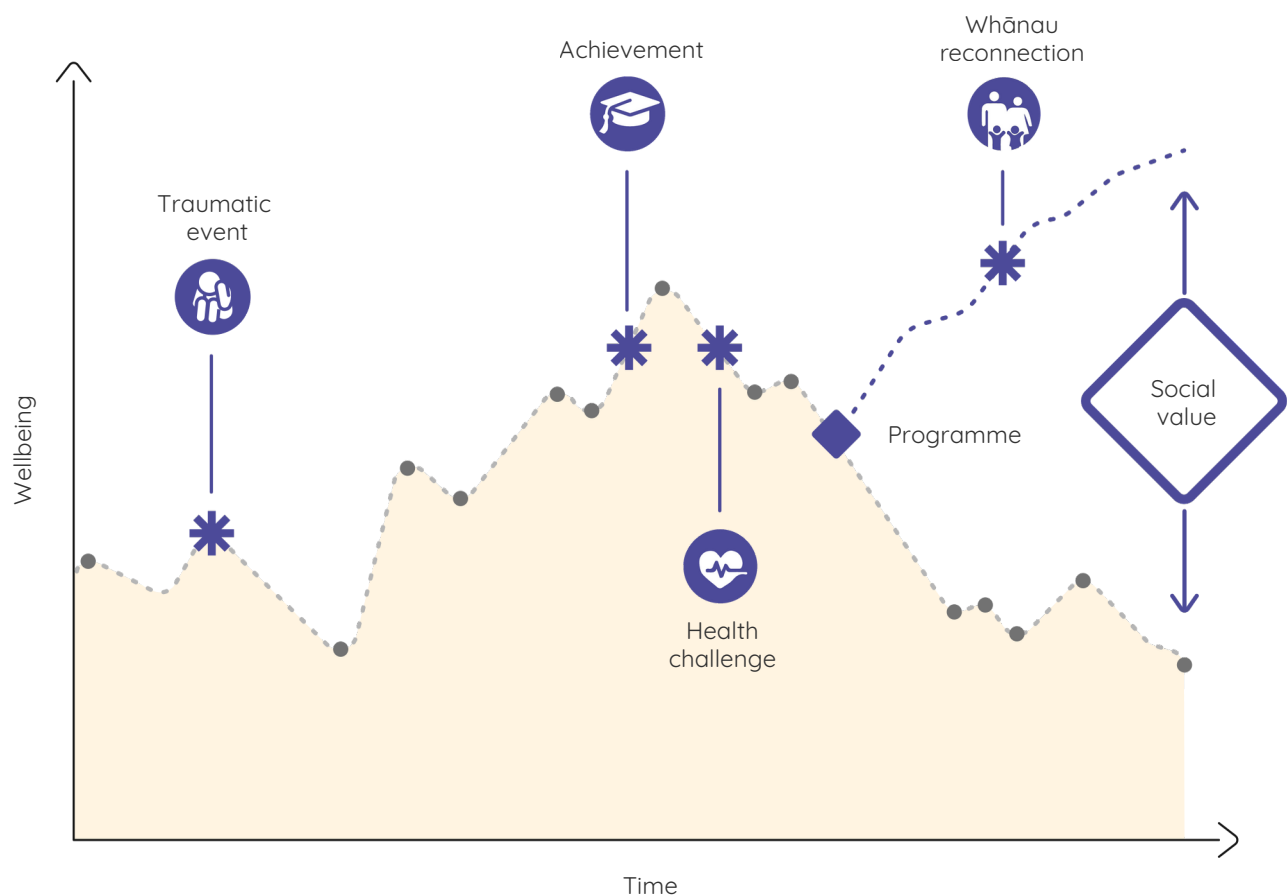
What datapoints should you focus on?

	Indicators to collect for data readiness	Why this matters
Priority	Direct programme costs	This refers to direct programme costs which are required for the operation of the programme. Examples include the salaries of staff who operate the programme, any financial resources and equipment used as part of the programme, and any other costs which are directly attributed to the running of the programme.
	Indirect programme costs	This refers to overhead costs which are attributed to the programme. Examples include management costs and rent for office space. The combination of direct and indirect programme costs is the figure used by ImpactLab in the SROI equation.
	Direct organisation costs	This refers to the total direct costs across an entire organisation. It is not used in calculations, but provides an important reference point.
	Indirect organisation costs	This refers to the total indirect costs across an entire organisation. Unless they are used to apportion indirect programme costs, these costs are not used in calculations.
	Programme FTE	This refers to the number of full-time equivalent staff whose work contributes to the operation of the programme.
	Organisation FTE	This refers to the number of full-time equivalent staff who work at the organisation. It is mainly used as a reference point to sense check programme data and FTE.

What is social value

Some of the long-term outcomes the programme helps create can be measured in dollar terms. ImpactLab does this by quantifying the ‘social value’ of a programme in terms of income impacts, future government cost savings and improved wellbeing.

Social value is the estimated social impact in dollar terms that a programme achieves for participants over their lifetime.



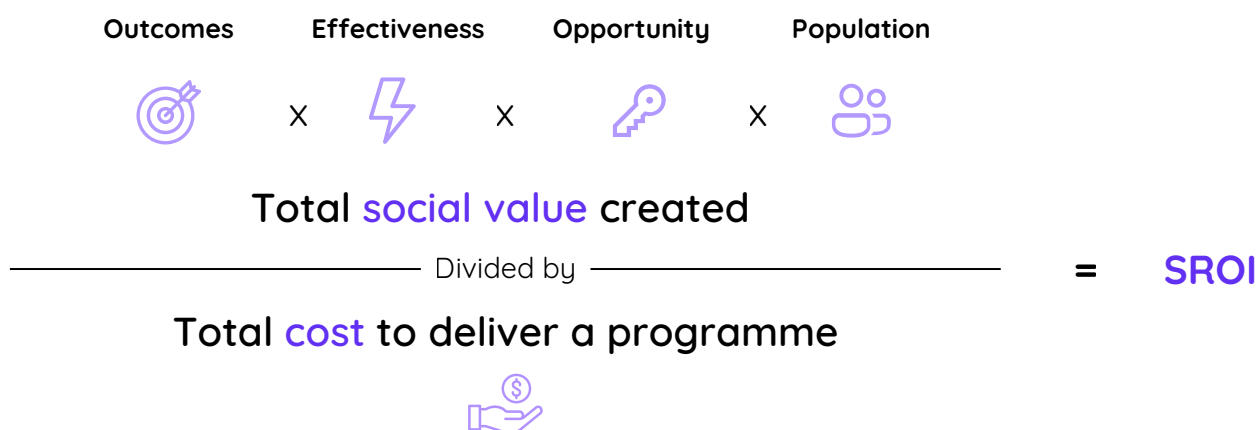
Throughout our lives, different events occur that impact our overall wellbeing journey. ImpactLab estimates how a programme supports positive changes in a person's life and measures the impact on their wellbeing across multiple domains. For each domain, we establish an expected outcome.

ImpactLab quantifies outcomes in terms of both positive benefits (such as increased income or wellbeing) and avoided costs to government.

It's important to note that there are many things we can't measure in dollar terms, so this reflects just part of the value this programme is creating. But it enables us to compare the outcomes to the investment that goes into the programme, which is useful for decision making. ImpactLab has developed a method for doing this that is conservative, consistent and uses the best available data.

How ImpactLab calculates SROI

Social Return on Investment (SROI) compares the estimated social value of a programme to its cost.



GoodMeasure Foundations draws on ImpactLab's core Social Return on Investment (SROI) methodology to better track and demonstrate long term impact, laying the groundwork toward a full SROI analysis. At the heart of this approach is the concept of social value - an estimate of the impact a programme achieves for the people it supports over their lifetime, measured in dollar terms. It is calculated using academic evidence, government population data and programme data.

To calculate social value, ImpactLab assesses for each **outcome**:

- **Effectiveness:** Evidence from frontline data and global literature about how effective a programme can be;
- **Opportunity:** The size of the opportunity for the people a programme serves to achieve more positive outcomes; and
- **Population:** The number of people supported

By combining these inputs, the social value calculation helps us understand how a programme or intervention helps change lives for the better. We combine the social value with **cost** information to calculate a programme's social return on investment.

Guidance for funders on using this report

Through GoodMeasure, organisations undertake a demanding, independent process to understand the long-term outcomes of their work. The resulting SROI metrics provide one useful lens through which to understand the impact your funding can have.

How to use this

- ✓ To build a better understanding about how an organisation aligns with your focus communities and priorities.
- ✓ To understand from a data-driven perspective what an organisation does and the long-term outcomes your funding can help create.
- ✓ To help grow the data capability of the organisations you fund and activate conversations around opportunities for growth and improvement to do even more good.

How not to use this

- ✗ For de-contextualised comparison between organisations. It's critical to ask the 'why' behind the metrics and understand an organisation's broader context.
- ✗ As the only way to measure the quality of an organisation. SROI should be used alongside other tools such as participant feedback and team engagement.
- ✗ Without consideration of time period. Metrics may become less relevant over time due to improvements in ImpactLab methodology, changes in the organisation's core service model or external factors.

Case study: Rātā Foundation

“ What we have seen as success is when an organisation reflects on the information and makes enhancements to services, data collection, or even pivots their whole approach as they better understand their own impact.”



Kate Sclater, Head of Community Investment

Rātā Foundation has used GoodMeasure to help understand the impact of funded organisations and to support organisations to build their impact data capability. According to Head of Community Investment Kate Sclater, what Rātā focuses on isn't so much the numbers, but how the GoodMeasure process can improve understanding of the theory of change and the assumptions behind the calculation.

Exploring the “why” behind the SROI

GoodMeasure applies a consistent and standardised approach to impact measurement across diverse interventions. But when comparing Social Return on Investment (SROI) metrics from different organisations, it's important to exercise caution as SROI figures can vary widely based on a variety of factors, including differences in data quality, scoping decisions, improvements to methodology over time and limitations in the available academic literature and public data. Each organisation operates in a unique environment and measures outcomes using distinct approaches. Without understanding these underlying differences, comparisons can be misleading. It's crucial to consider the story behind the SROI—how organisations measure, learn, and adapt to create meaningful change.

Appendix

Definitions

Effectiveness	The terminology for effect size of 'very small', 'small,' 'medium,' and 'large' are used to indicate the estimated magnitude of effect attributable to an outcome in the social value calculation. They should be interpreted relative to each other as well as the specific content of the research for this programme.
Improve physical health	A an intrinsic measurement of an improvement in physical health.
Intervention	An intentional process through which a defined group of people have the opportunity to create a positive change in their life trajectory.
Intervention type	A categorisation to group similar interventions based on their activities (i.e. how resources are used). These categories have been developed by ImpactLab based on academic literature and the input of organisations participating in the SROI process.
Organisation	The organisation delivering the programmes measured.
Programme	The unit of measurement of an SROI which consists of one or more interventions.
Participant	A person or group of people for whom a programme exists to make a positive difference.
Sector	The part of the charity or social sector within which the organisation primarily operates. This is an organisation-level categorisation.
Social value	The social impact in dollar terms that the amount invested achieves for participants over their lifetime. The social value is calculated by combining outcome values with a service delivery quality score, the size of the opportunity to support a population, and the number of people supported.
SROI	Social Return on Investment. The measurable social value as a proportion of programme cost. This is calculated from the total social value divided by the total operation costs, and rounded to the nearest 10c.
Whakapapa	A te reo Māori term that means genealogy. It represents the interconnectedness of all living things, the earth, and the cosmos.
Whenua	A te reo Māori word that means land and also refers to the placenta. It symbolizes the connection between the land and life, as all life is seen as being born from the womb of Papatūānuku (the Earth Mother).
Kaupapa	A te reo Māori term referring to principles and ideas that act as a base or foundation for action.
Kai	A te reo Māori word meaning food or a meal.
Aroha	A te reo Māori word that means love, compassion, or affectionate regard.
Manaakitanga	A te reo Māori word referring to hospitality, kindness, generosity, support - the process of showing respect, generosity and care for others.
Whanaungatanga	A te reo Māori term referring to a relationship, kinship, sense of family connection - a relationship through shared experiences and working together which provides people with a sense of belonging.

Information on the Papatoetoe Region

In and around the Papatoetoe region there are 12 schools (primary and intermediate) that have been included as potential schools that could take part in the new Whenua to Whenua Experiential Learning Programme during the forecasted year. As of June 2025 there was an estimated 56,010 people living in Papatoetoe. In terms of ethnic breakdowns, roughly 16% are European/Pākehā, 13% Māori, 35% Pasifika, 48% Asian, 1% MELAA, and 1% other. The median age in Papatoetoe is 32.1 years, which is younger than the national median of 38.1 years.

Appendix

Summary of inputs and assumptions

	Inputs to this SROI	Key Assumptions
Outcomes	ImpactLab's library of quantified outcomes and opportunity rates	'Lifetime' value of an outcome is conservatively valued over a 5-year period
Effectiveness	Findings from programmes in the global evidence base	Research is analogous to your programme
Opportunity	ImpactLab's library of quantified outcomes and opportunity rates	N/A
Population	Estimates of programme participation data	Data is an estimate based on educated assumptions about the number of participants that could start the programme during a given year
Cost	Estimates of total Programme Costs	Cost data is an estimate based on educated decisions about potential expenditure
Exclusions	All other work done by the Food Hub Collective	N/A

Limitations	
The themes analysed in this report are based on observed correlations and provide broad conclusions rather than tight causative claims.	GoodMeasure is a standardised measurement model — different interventions are treated as consistently as possible to enable comparability, which means the uniqueness of each intervention is not fully reflected.
Programme intervention practices are determined via narrative and operational data provided by an organisation. It does not include direct observation of programmes, and as such social value forecasts do not capture variation in programme practice e.g., in workforce skills or programme fidelity across locations.	Cost and participant data inputs are provided by the organisation. Responsibility sits with each organisation to ensure their data is accurate and genuinely reflects the programme.
Comparisons should be considered indicative only, as metrics can be influenced by a variety of factors, including differences in data quality, scoping decisions, improvements to methodology over time and limitations in the available academic literature.	Estimates have varying confidence levels due to differing quality and availability of data inputs. The GoodMeasure methodology takes the approach of using the data that is available in order to support ongoing data improvement.
Many aspects of social impact cannot appropriately be quantified in dollar terms, and SROI findings should be considered alongside other important sources of information such as participant feedback and more bespoke forms of evaluation.	The lifetime (dollar) value of an outcome is conservatively valued over a 5-year period. This is aligned with New Zealand Treasury's approach of measuring impact within a contained period.

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