



Jobs for Nature programme

GoodMeasure Portfolio Overview

November 2024



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Context

The Jobs for Nature programme

- In mid-2020, the Government established a \$1.219 billion Jobs for Nature package in response to the COVID-19 pandemic. The four-year programme created opportunities in nature-based employment with the intention to benefit the environment while sustaining employment in regional communities.
- This funding was administered by the Ministry for the Environment, Department of Conservation, Ministry for Primary Industries, Land Information New Zealand and Ministry of Business Innovation and Employment.
- Funding recipients included local government, iwi, charitable trusts, community groups and private companies.

Social value measurement with ImpactLab

- ImpactLab has partnered with the Jobs for Nature Secretariat to better understand, and quantify, the social value created by the Jobs for Nature programme.
- Four Jobs for Nature projects were selected to complete GoodMeasure reports. Projects were selected with consideration given to: the type of organisation delivering the programme (iwi/charitable trust/private company/community group); region; programme design; participant composition; staff availability and data availability.
- This GoodMeasure portfolio overview consolidates insights from the four GoodMeasure reports completed. Projects have been anonymised to maintain the focus at a portfolio level.
- The social value measurement completed through the GoodMeasure reports and this GoodMeasure portfolio overview are intended to supplement existing reporting on the Jobs for Nature programme's environment and economic benefits, by quantifying the:
 - *additional, social* impact that the Jobs for Nature programme creates; and
 - social return on investment (SROI) of this programme.

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

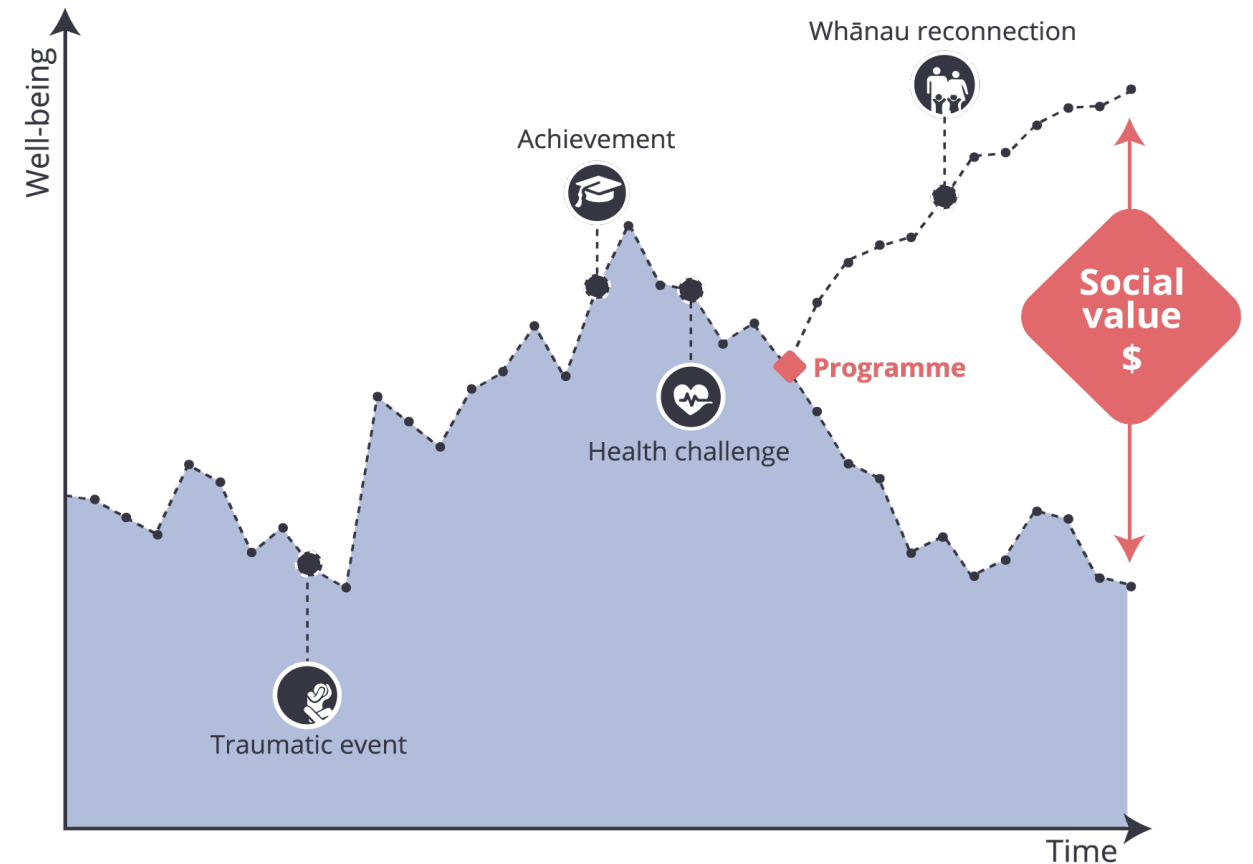
Throughout our lives, different events occur that impact our overall wellbeing journey. ImpactLab measures the impact on an individual's wellbeing across multiple domains when they're supported by a programme to make positive changes in their life.

We measure this impact in terms of both positive benefits (such as increased income) and avoided costs to government.

To calculate social value, we combine these impact values with:

- Evidence from global literature about how effective a programme can be.
- The size of the opportunity for the people an organisation serves to achieve more positive outcomes.
- 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.



What positive long-term changes in peoples' lives does this programme help to create?

Who do you serve, and what is the opportunity to make a difference for those people?

How effective do we expect this programme to be at creating those changes?

How many people do you reach, and how many engage sufficiently to meaningfully benefit?



Outcomes



Opportunity



Effectiveness



Population



= Social value

/ Cost = Social Return on Investment (SROI)

Good Measure outcomes	Descriptions	Summary of mechanisms
Improve mental health	Intrinsic measurement of an improvement in mental health	<ul style="list-style-type: none"> Academic evidence shows that employment insecurity, including both unemployment and under employment, negatively impacts mental health. For example, it is associated with increased odds of depression and more severe experience of loneliness. (Specific to Puhake Taku Kapu Taku Wai) Research findings also show that that connection to whānau and whenua are associated with an increased likelihood of mental wellbeing.
Increase drivers licensing	Measures increased income and government savings associated with holding a full licence	Increase drivers licensing was applied to a number of participants who received referrals to a driver licensing programme and obtained their Restricted licences.
Increase employment	Measure income and government savings associated with moving into employment	<ul style="list-style-type: none"> There is emerging research indicating that avoiding gaps in employment history/being employed consistently during the Covid pandemic increased a person's future employability. For some projects, research evidence was also supplemented by outcomes data showing participants' employment status and level of employment at least 6m after project end.
Increase specialised skills	Measures increased income from improvement in transferable and human skills	For participants who were previously employed, the main relevant outcome was <i>increase specialised skills</i> . Rather than experiencing a shift from unemployment into employment, these participants achieved an increase in soft and technical skills that will enable them to have higher earning power in the future.
Reduce addiction	Measures government costs associated with addiction	Our review of the literature indicates that unemployment increases the long-term risk of addiction. Therefore, these outcomes are included as flow-on outcomes for participants shifting from unemployment into employment.
Reduce emergency benefit	Measures increased income and government costs associated with emergency benefit payment	This a flow-on effect from the increase employment outcome, given that higher levels of employment reduce a person's risk of needing to draw upon the emergency benefit.
Reduce offending	Measures increased income and government savings associated with reduced offending	Our review of the literature indicates that unemployment increases the long-term risk of offending. Therefore, this outcome is included as flow-on outcomes for participants shifting from unemployment into employment.
Reduce risky behaviour	Measures government costs associated with risky behaviour	Our review of the literature indicates that unemployment increases the long-term risk of risky behaviour. Therefore, this outcome is included as flow-on outcomes for participants shifting from unemployment into employment.

ImpactLab methodology limitations

- The themes analysed in this report are based on observed correlations and provide broad conclusions rather than tight causative claims.
- 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.
- 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 SROI metric does not tell the whole story about a project's social impact, and should be considered alongside *social value per person* and *total social value*. An SROI indicates the social value created by a project *relative to the cost* of delivering that project. Therefore, a high SROI indicates that a project is cost-effective, (i.e. that its social value is high *in relation to* the investment required to create that social value), but a project with a low SROI may create more social value per person/higher total social value (despite the required investment being proportionately more).
- Estimates have varying confidence levels due to differing quality and availability of data inputs. Variation in access to data and evidence from project operations, public data and academic evidence base may occur based on the population supported, intervention model and project delivery model. The GoodMeasure methodology takes the approach of using the data that is available in order to support ongoing data improvement.
- 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.
- For a full list of limitations, please refer to page 42.

Limitations specific to this report

- **The social value metrics in this report should be considered together with the environmental and economic outcomes of each project.** The Jobs for Nature programme focused on creating environmental benefits. However, social value metrics produced through GoodMeasure do not consider any environmental or economic outcomes of the projects. For example, a project with a lower SROI may have achieved more positive environmental impact than a project with a higher SROI, leading to a higher, overall (social and environmental) impact.
- **The four projects measured by ImpactLab may not be wholly representative of the Jobs for Nature programme.** While the four projects were selected to reflect a range of project types within the Jobs for Nature programme, due to the small sample size they may not fully represent the Jobs for Nature programme (which consists of more than 420 projects across New Zealand).
- **The GoodMeasures completed for the four projects are closely, but not directly, comparable.** Variables between the projects include:
 - *Stage of the project* – The projects used measurement periods that were at varying stages of their lifecycles (early, mid, end or multiple years post completion). The life stage of the projects during the measurement period contributed to differences in the number of participants starting the project during the period in scope and, in some cases, affected availability of outcomes data.
 - *Structure of the project* – While all projects provided employment in environmental work, there were differences in the programme design and focus. For example, the average length of participant engagement ranged from a fixed 6 months to variable duration averaging 2-3 years. Similarly, training and qualifications ranged from a highly structured curriculum focusing on industry certifications, to light-touch training limited to what is required for the work task.
 - *Participant characteristics* – Not all projects targeted/served the same types of participants. While one programme may have intentionally worked with people who were unemployed or underemployed, other programmes were more “universal” and engaged with any person with an interest in working in the environmental sector. Depending on the profiles of participants, specific programmes may have more opportunities to create a positive shift in participants' life trajectories.
 - *Data availability* – All four projects had a good, base level of data. However, some projects collected more opportunity data and/or social outcomes data. This enabled social value to be measured at a more granular level, increasing the social value that can be measured.



Portfolio overview

Social value metrics across the portfolio

	Project A	Project B	Project C	Project D
Period in scope	1 July 2022 – 30 June 2023 (end of programme lifecycle)	1 July 2022 – 30 June 2023 (end of programme lifecycle)	1 July 2021 – 30 June 2022 (Mid-programme lifecycle)	1 Jan 2021 – 31 Dec 2021 (1.5 years after programme end)
Region	Westland & Grey districts	Bay of Plenty	Hokianga	Ruatōria, Gisborne
Employment type	<ul style="list-style-type: none"> Full-time employment 	<ul style="list-style-type: none"> Full-time on-the-job training 	<ul style="list-style-type: none"> Full time, part-time and casual employment and contracting 	<ul style="list-style-type: none"> Full-time and part-time employment
Work activities	<ul style="list-style-type: none"> Weed surveillance, weed control and rehabilitation planting 	<ul style="list-style-type: none"> Work activities are based on training requirements – comprehensive curriculum covering all foundational skills required in the conservation sector and current desirable skills. 	<ul style="list-style-type: none"> Nursery production, planting, weed control 	<ul style="list-style-type: none"> Fencing
Training & formal qualifications completed	<ul style="list-style-type: none"> On-the-job training All participants complete 2 x industry certificates (first aid and an agrichemical certificate) 	NZQA certifications (x 5) and industry certifications (x2)	Ad hoc training via workshops provided by other organisations (e.g. chainsaw use, Restricted drivers licence, light utility vehicle training)	<ul style="list-style-type: none"> Drivers licensing (Restricted, Full) Ad-hoc lifeskills training when weather prevented completion of fencing (e.g. covering Kiwisaver, basic computer use, financial literacy)
Additional support	<ul style="list-style-type: none"> External mental health counsellor available for group conversations one day/week, and for 1:1s as needed. Pastoral care beyond standard employment relationship, to support participants to meet work expectations and improve their general employability. 	Career coaching provided by external career coach. 2 x half-day workshops in groups and 1 x 1:1 session.	N/A	Whānau-centred approach to resolving employment disciplinary issues, providing additional support to enable participants to meet work expectations
Average duration & frequency	11 months 5 days per week, 8.5 hours per day (42.5 hr work week)	Approx. 3 months (12 weeks) 4 days per week, 8 hours per day	Minimum 2-3 years (duration is ongoing for most participants)	<ul style="list-style-type: none"> Adults: 18 months Rangatahi (students): 8 weeks (3 x school holidays) 53% of participants worked full-time (30hrs or more/week) 47% of participants worked part-time (29hrs or less/week)
Participants starting	7	31	6	7
Key differentiators	All participants were employed full-time. Participants generally had lower employability (50% previously unemployed).	<ul style="list-style-type: none"> Predominantly a training programme (albeit paid) enabling pathways into employment in conservation. The highly structured, comprehensive curriculum covers all foundational skills and offers the most formal qualifications. Participants have good general employability and only faced barriers to accessing training to enter employment in the conservation industry. 	The provider intends to retain 80% of current full-time and part-time employees after programme end.	<ul style="list-style-type: none"> The programme was delivered through an <i>ohu</i> (communal working group) model, where all participants had whakapapa with the land and were working among whānau. Participants generally had lower employability, including addiction issues and previous criminal offending.

Participants starting	61	The total number of participants starting one of the selected projects, during the period in scope.
Participants engaging	59	The total number of starting participants meeting the projects' definitions of engagement.
Total cost	\$3,239,789	The total cost to deliver the projects, for the cohort of participants who started in the projects during the period in scope. Note: The total cost included the actual wages paid to participants for the full duration of their employment in the project (which may have extended beyond the period in scope, depending on the participant).
Cost per person*	\$53,111	The total cost to deliver the projects divided by the total number of participants who started the projects during the period in scope.
Total social value	\$875,185	The estimated lifetime social value that the projects generated for the cohort of participants who engaged in the projects during the period in scope.
Social value per person*	\$14,834	Social value per person is calculated from the total social value divided by the total number of participants who engaged in the projects. Note: This is an average across all engaged participants. However, if the social value per person is disaggregated by participant groups, in each project there was a higher social value per person who was previously unemployed, compared to the social value per person who was previously in some form of employment.
SROI	\$1 : \$0.30	The social return on investment (SROI) is calculated by dividing the total social value by the total cost, and is rounded to the nearest 10c.

Total **social value** created

\$ 875, 185

divided by

\$ 3,239,789

Total **cost** to deliver

=

SROI

The social value on every \$1 invested is

\$0.30

(rounded to the nearest 10c)

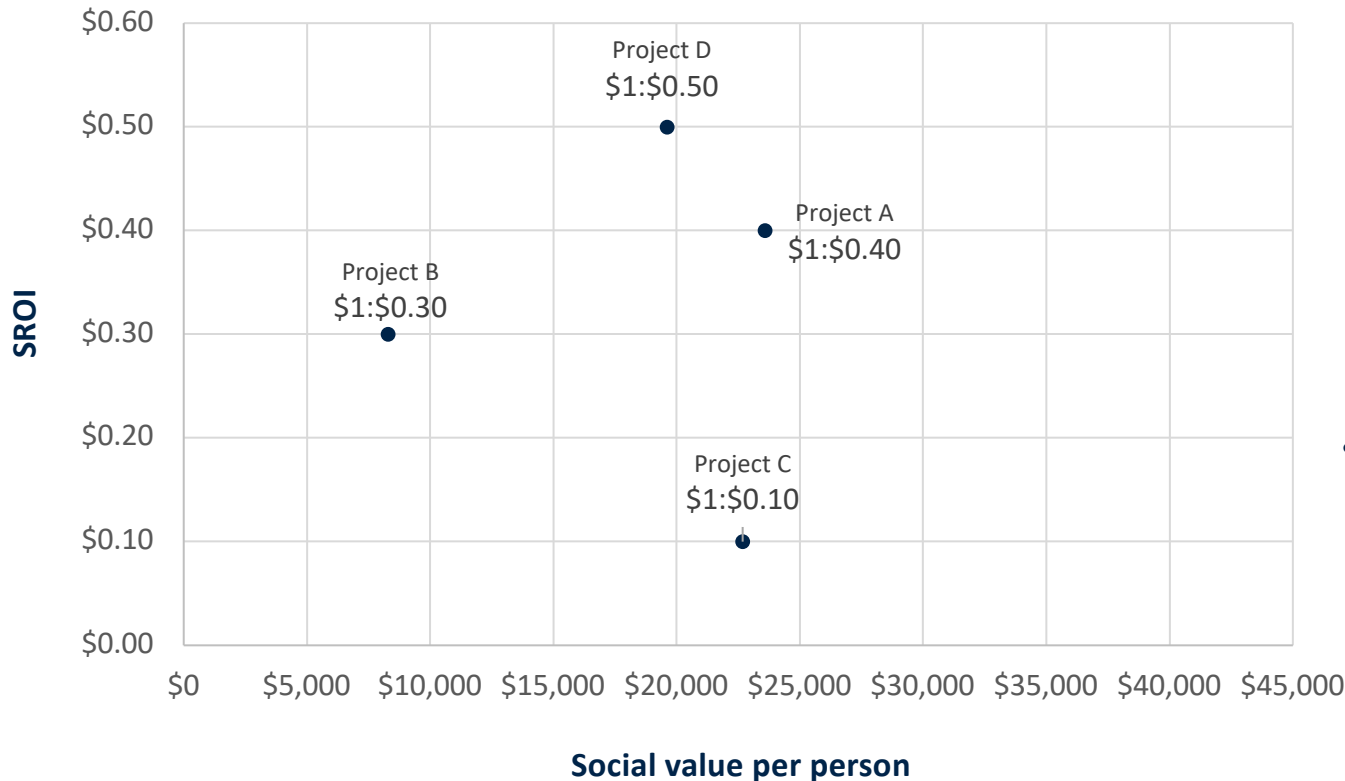


Comparative insights

How do the projects' social value metrics compare?

The social value per person across the portfolio ranges from \$8,292 to \$23,586. Projects with a higher SROI do not necessarily create higher social value per person.

Relationship of social value per person and SROI

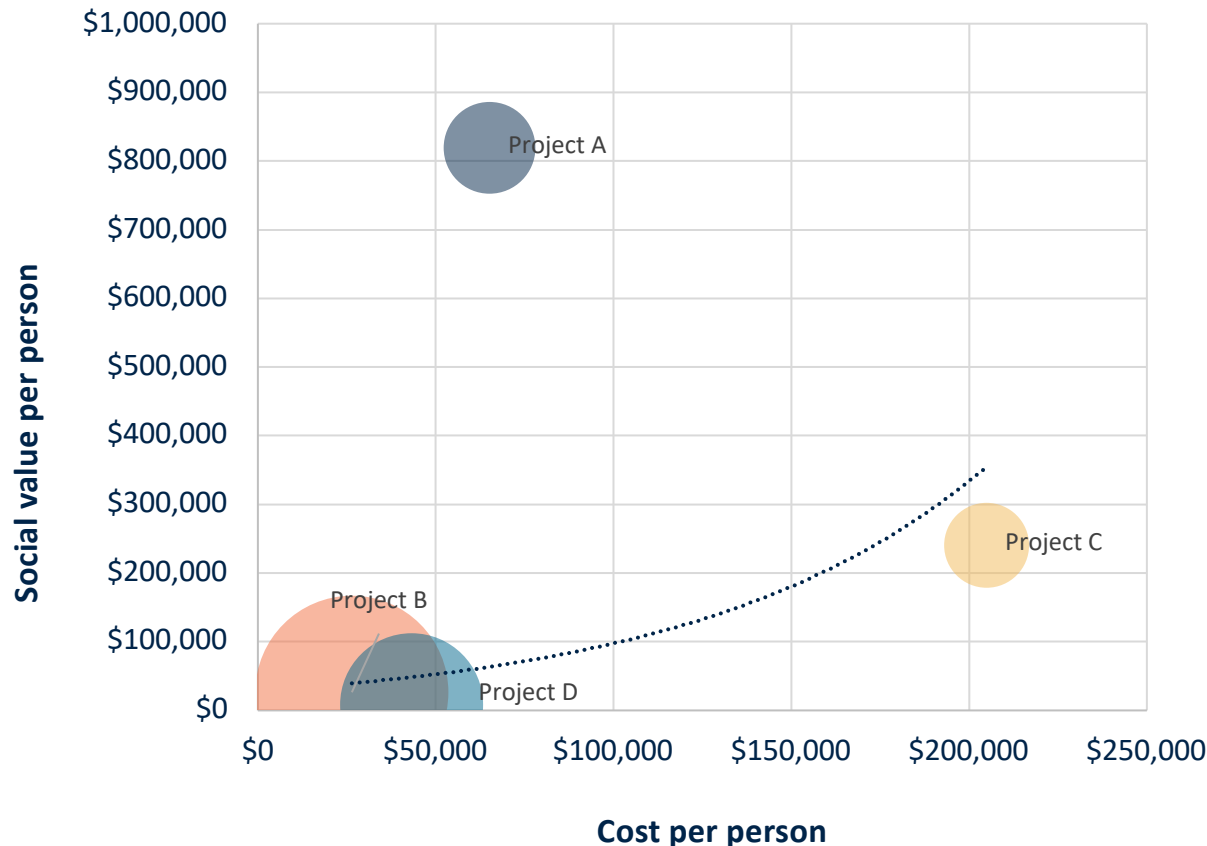


- Social value per person, (a measure of the extent of change created by the project for each participant), ranges widely across projects. Key drivers of this variation include:
 - the duration of the projects;
 - the intensity of employment and training support provided;
 - the provision of additional supports, such as mental health counselling; and
 - the extent of focus on ongoing sustainability of employment after the project.
- The projects with the highest social value per person are not necessarily the projects with the highest SROI. This is because they either require proportionately more cost to deliver more significant change in peoples' lives, or have smaller scale and require more fixed cost per person.

*SROIs are rounded to the nearest 10c.

There is not necessarily a positive relationship between cost per person and social value per person

Relationship of cost per person and social value per person.



- This is likely because not all costs incurred by a project were directly related to social outcomes. Therefore, increased spend did not directly translate to increased social value per person.
- Additionally, some projects were able to leverage other inputs in the social value equation, such as *opportunity* (e.g. where participants had a higher risk profile) or *outcomes/effectiveness* (e.g. where projects provided more intensive support to increase participants' employability/additional support outside of employment in conservation).
 - For example, Project A has a relatively low cost per person while having high social value per person. This was influenced by both the participants' higher opportunity factors (such as previous unemployment) and the intensity of support provided (including an external mental health counsellor).

*The size of the bubbles represent the total number of participants starting each project during the period in scope.

All four projects have a social return on investment (SROI*) of \$0.10 – \$0.50

This is consistent with the projects' primary objectives to achieve environmental and economic benefits, which are outside the scope of GoodMeasure, rather than social impacts.

Given this, the lower SROIs are driven by two main factors:

- a) **Activities and support provided within a project were less tailored to achieving social outcomes, and focused on achieving environmental and economic outcomes**, (affecting the Outcomes and Effectiveness inputs).
 - The level of support provided to participants beyond direct employment and payment of a salary was variable. Generally, project design and content was designed to optimise participants' immediate to short-term employment alongside environmental outcomes.
- b) **Project costs were proportionately high and included costs that would not typically be incurred in social interventions/interventions that are solely focused on social outcomes**, (affecting the Cost input).
 - All programmes directly employed participants, with wages making up a significant portion of overall programme costs.
 - All projects also incurred costs for work materials that were relevant to achieving environmental outcomes (e.g. for fencing and weed control) but were less relevant/unnecessary to achieve solely social outcomes, and are therefore not typical of social interventions.
 - These costs contributed to projects' higher total cost, which in turn contributed to lower SROIs.

		Project A	Project B	Project C	Project D
Participants	Participants starting	7	31	6	17
	Participants engaging	7	29	6	17
Investment	Total cost	\$456,036	\$819,250	\$1,229,587	\$734,916
	Cost per person	\$65,148	\$26,427	\$204,931	\$43,230
Social value	Total social value	\$165,102	\$240,465	\$136,061	\$333,557
	Social value per person*	\$23,586	\$8,292	\$22,677	\$19,621
SROI		\$1:\$0.40	\$1:\$0.30	\$1:\$0.10	\$1:\$0.50

Notes:

- Total cost: *The total cost to deliver the projects, for the cohort of participants who started in the projects during the period in scope.*
- Cost per person: *The total cost to deliver the projects divided by the total number of participants who started the projects during the period in scope.*
- Total social value: *The estimated lifetime social value that the project generated for the cohort of participants who engaged in the projects during the period in scope.*
- Social value per person: *Social value per person is calculated from the total social value divided by the total number of participants who engaged in the projects. This figure is an average across all engaged participants. However, if the social value per person is disaggregated by participant groups, in each project there was a higher social value per person who was previously unemployed, compared to the social value per person who was previously in some form of employment.*
- SROI: *The social return on investment (SROI) is calculated by dividing the total social value by the total cost, and is rounded to the nearest 10c.*



Breakdown of social value through each lever:

Inputs and insights

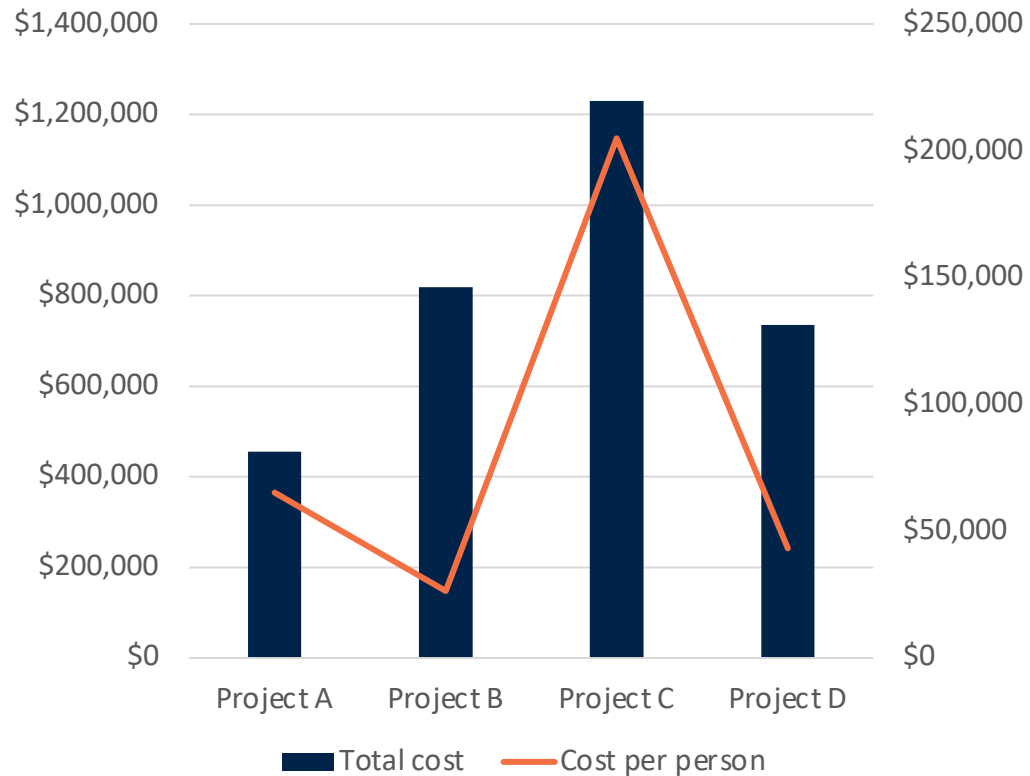




Cost

Projects with more participants had higher total project costs but lower cost per person, likely due to economies of scale.

Relationship between total BAU or ongoing cost and cost per participant



- Projects with the highest number of participants (Projects B and D) have significantly lower cost per person relative to their total project costs. This is likely explained by economies of scale.
- In contrast, the projects with the lowest number of participants starting during the period in scope, (Projects A and C), are unlikely to have achieved economies of scale, with 7 and 6 participants respectively.
- For Project C, the total cost and cost per person is higher due to participants’ longer average duration in this programme (2-3 years) and because the majority were forecast to continue employment until programme end in 2025. This meant that the cost figures include actual and projected salaries across a longer period.
- **General note:** For all projects, total costs included expenses that would not typically be incurred in social interventions that are solely focused on social outcomes. Specifically, each project directly employed participants and project costs included actual wages paid to participants for the total duration of their employment in the project (which may have extended beyond the period in scope, depending on the participant). Additionally, all projects incurred costs for work materials, e.g. fencing materials, that were necessary for the project’s environmental outcomes but are not typical of other social interventions. These cost categories contributed to the projects’ comparatively higher total cost.



Outcomes

What positive long- term
changes in peoples' lives do
these projects help to
create?

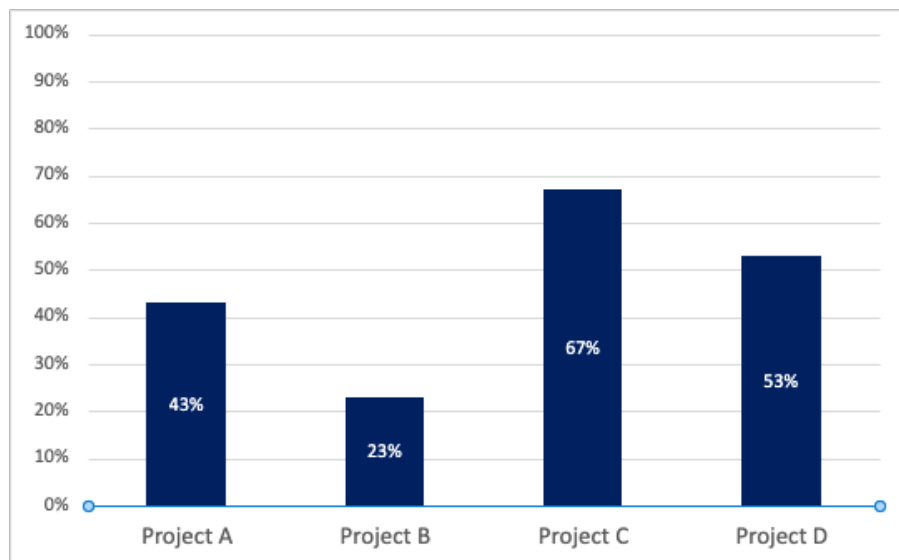
Project A	Project B	Project C	Project D
<p>Previously unemployed</p> <ul style="list-style-type: none"> • Improve mental health • Increase employment • Reduce addiction • Reduce emergency benefit • Reduce offending • Reduce risky behaviour <p>Previously employed</p> <ul style="list-style-type: none"> • Improve mental health • Increase specialised skills 	<p>Previously unemployed</p> <ul style="list-style-type: none"> • Improve mental health • Increase employment • Reduce addiction • Reduce emergency benefit • Reduce offending • Reduce risky behaviour <p>Previously employed</p> <ul style="list-style-type: none"> • Improve mental health • Increase specialised skills 	<p>Previously unemployed</p> <ul style="list-style-type: none"> • Improve mental health • Increase drivers licensing • Increase employment • Reduce addiction • Reduce emergency benefit • Reduce offending • Reduce risky behaviour <p>Previously employed</p> <ul style="list-style-type: none"> • Improve mental health • Increase specialised skills 	<p>Previously unemployed</p> <ul style="list-style-type: none"> • Improve mental health • Increase drivers licensing • Increase employment • Reduce addiction • Reduce emergency benefit • Reduce offending • Reduce risky behaviour <p>Previously employed</p> <ul style="list-style-type: none"> • Improve mental health • Increase drivers licensing • Increase specialised skills <p>Rangatahi (students)</p> <ul style="list-style-type: none"> • Increase employment • Reduce addiction • Reduce offending • Reduce risky behaviour

Notes:

- The bulk of measurable outcomes (and therefore social value) is created for participants who were previously unemployed.
- *Increase physical health* was considered as an outcome for all projects. However, this was excluded based on academic evidence identifying the complexity of creating overall improvements in physical health through manual labour. In the absence of clear information on the projects' mechanisms for improving physical health without introducing physical health risks/harms, this outcome was excluded.

Increase employment was included as an outcome for all projects, but at varying rates of estimated effectiveness

% of participants experiencing *increase employment* outcome per project



*The increase employment outcome was only applied to participants who were previously unemployed, as the impact value (\$) measures income and government savings associated with a person moving from unemployment into employment.

The estimated effectiveness of this outcome varied among the projects, based on the participants’ existing levels of employability, the project focus and available data on participants’ employment status post-project.

We noted that increased employment in the long-term depends on two mechanisms:

- participants’ level of employability; and
- the availability of job opportunities.

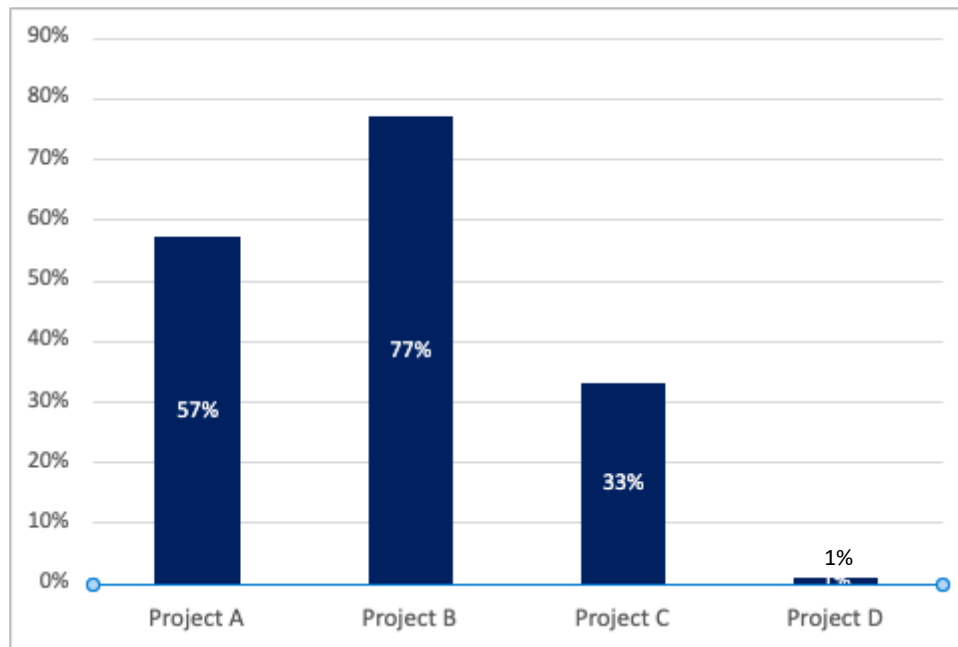
However, it was beyond the scope of most projects to address the second mechanism.

Examples:

- **Project B** – increase employment outcome applied at a conservative/moderate effectiveness rate.
 - The primary focus of this project is to increase participants’ employability *within the conservation sector*. Most participants during the period in scope were previously employed and had good employability but faced barriers to obtaining the necessary skills to be employed within conservation. The project team indicated that participants could experience difficulty finding jobs in conservation after project completion, due to a lack of relevant job opportunities.
 - Because increase employment in conservation is subject to the availability of jobs in conservation, (which was beyond the scope of the project to address), we applied the increase employment outcome at a conservative/moderate effectiveness rate. This is because we had lower confidence in the project’s effectiveness in generally increasing *employment*, despite our estimate that the project was highly effective in increasing participants’ *employability within conservation*.
- **Project C** – increase employment outcome applied at a high effectiveness rate, partly because the organisation delivering this project will retain 80% of permanent employees at the end of the project (and also because of the programme’s significantly longer duration).
- **Project D** – increase employment outcome applied at a high effectiveness rate as the project had outcome data showing that 8 out of the 9 participants who were previously unemployed are now in some form of employment, 2.5 years post-project.

Increase specialised skills was included as an outcome for all projects and was applied to participants who were previously employed

% of participants experiencing *increase specialised skills* outcome per project



- For participants who were previously employed, the main relevant outcome was *increase specialised skills*.
- Rather than experiencing a shift from unemployment into employment, these participants achieved an increase in soft and technical skills that enables them to have higher earning power in the future.

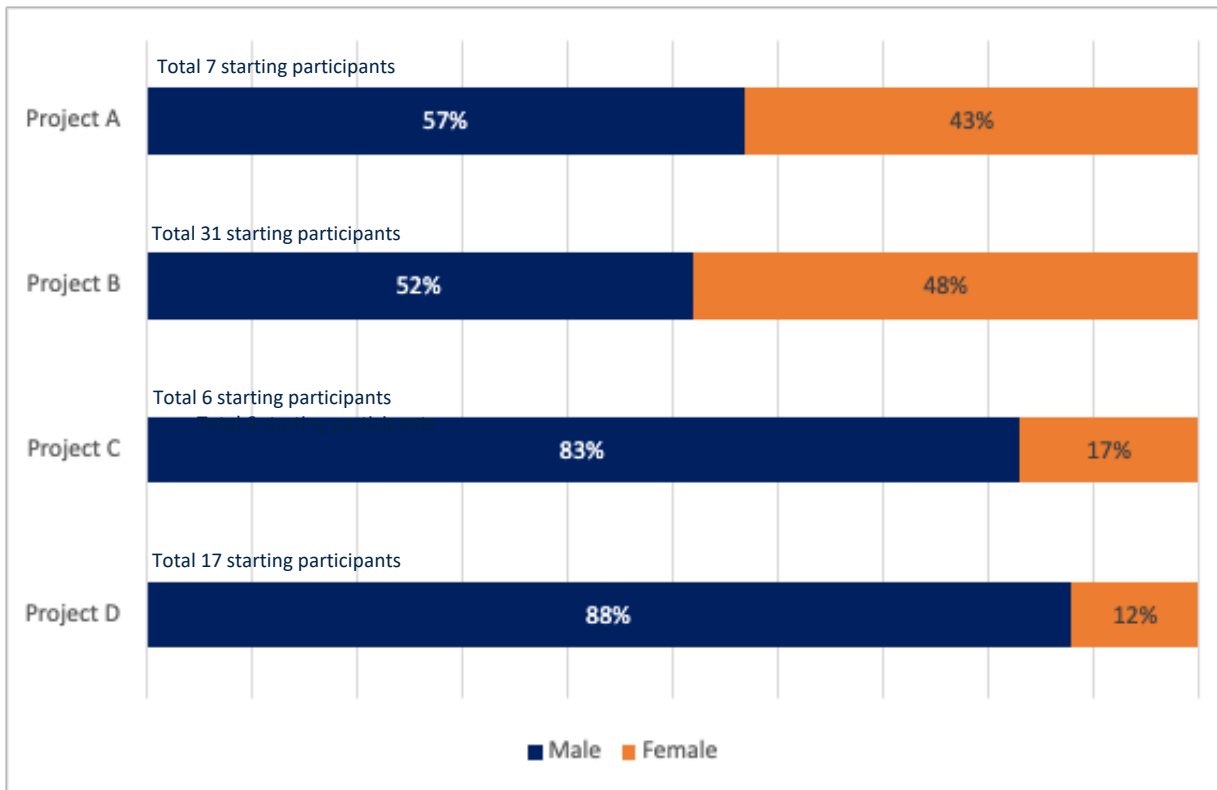


Opportunity

Who does the programme serve, and what is the opportunity to make a difference for those people?

All projects reached more male than female participants

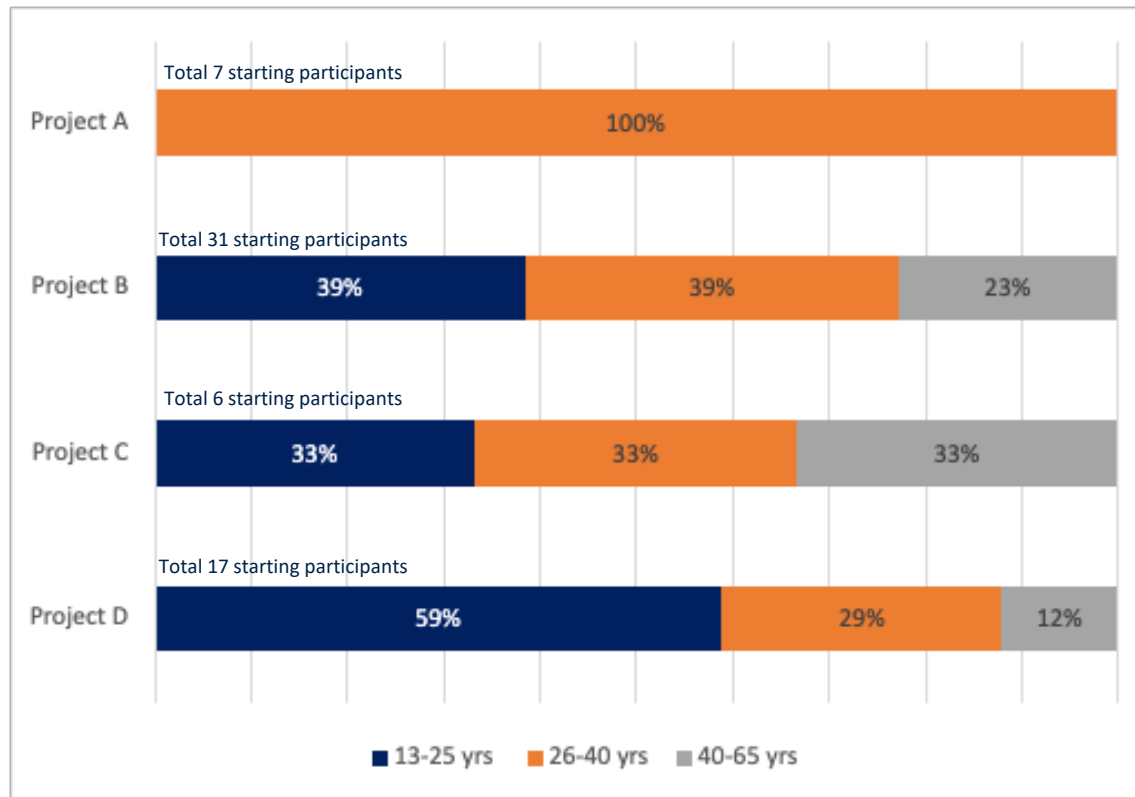
Participants by gender



- Women were underrepresented in the projects that were selected for this analysis, ranging from 12% to 48% of total project participants.
- However, there was no significant difference in the engagement rate of male vs. female participants once they had started in these projects. This indicates that potential barriers for women relate to *entry* into nature-based employment rather than sustaining that employment.
- Could this analysis be conducted across a larger sample size of Jobs for Nature projects?
- Are there potential barriers to women entering into nature-based employment, which future projects could seek to address?

The vast majority of participants were aged 40 years and under

Participants by age (at start of period in scope)

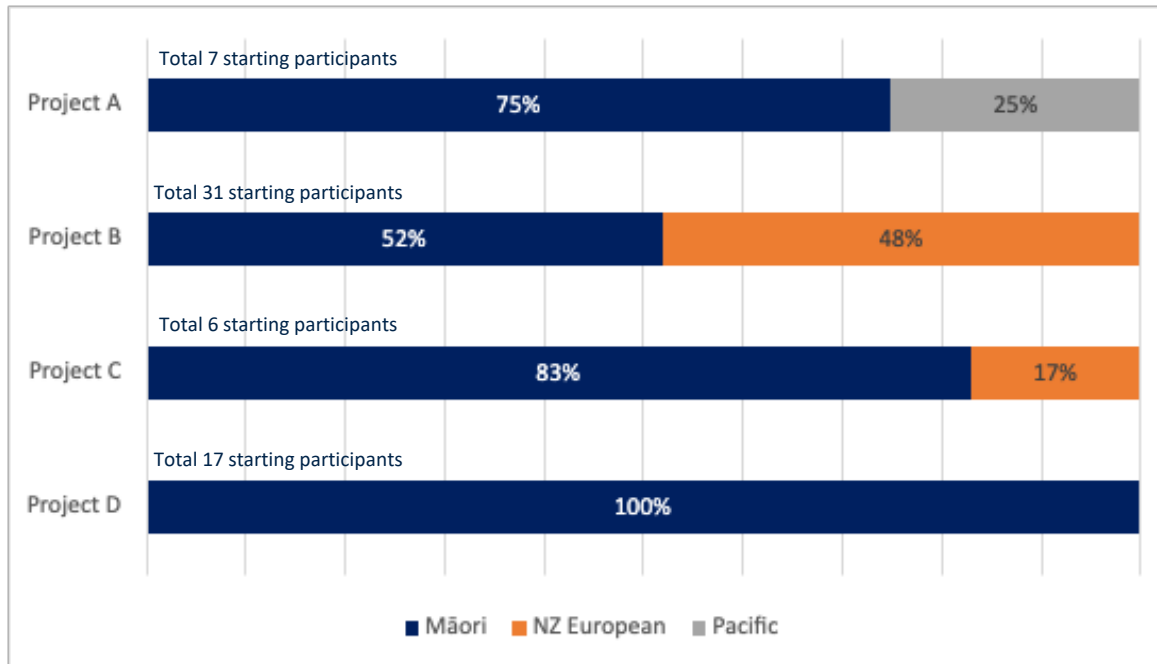


- Project D had the youngest workforce, with 59% of participants aged 13-25 years. This was due to the inclusion of rangatahi (students) aged 13-18 yrs. Other projects had an entirely adult workforce.
- Project A had no participants over the age of 40, during the period in scope.
- Given the physical nature of the work activities, most projects indicated that physical fitness was either a requirement or strong preference for entry into the project. We expect this to have informed the age distribution among the projects.

**Due to rounding, numbers presented throughout this report may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures.*

The majority of participants across all projects identified as Māori

Participants by ethnicity



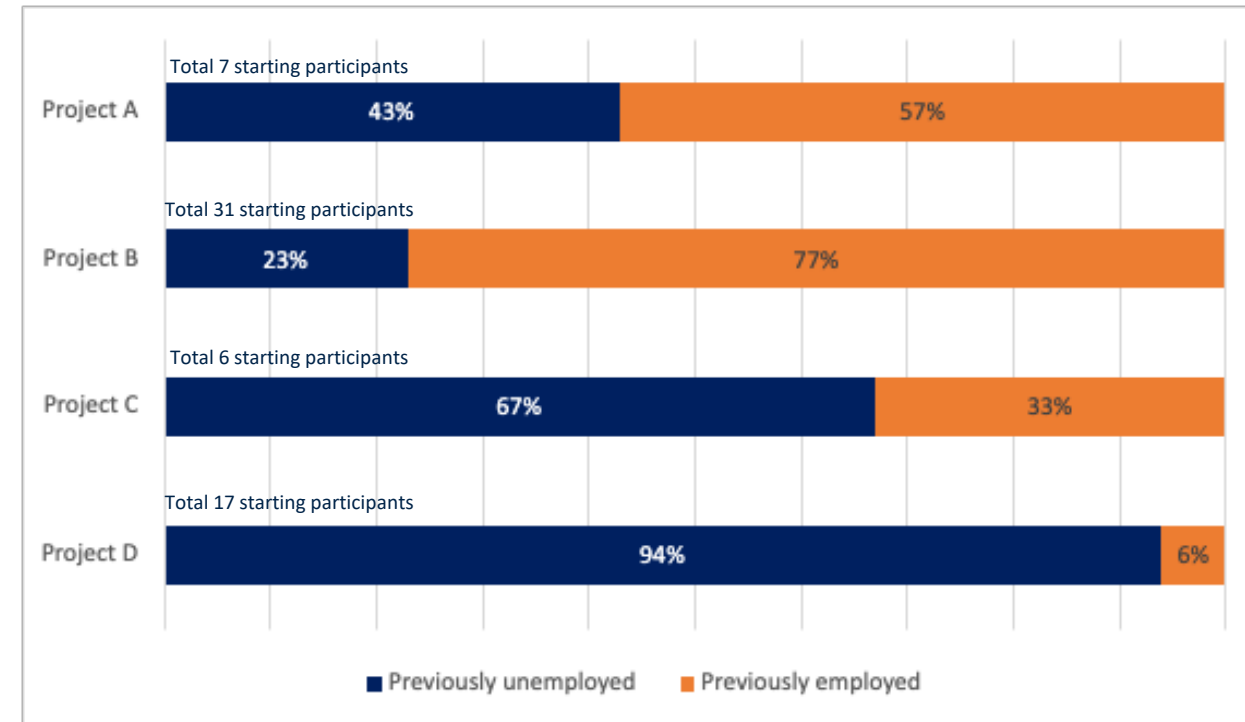
- In all projects, the majority/all participants identified as Māori (52%- 100%).
- 100% of participants in Project D were Māori, reflecting the project's preference to employ tangata whenua and the project's ohu model of working.

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Projects varied in their targeting of unemployed participants

- Data on participants' employment status at the start of projects allowed us to apply specific opportunity rates for participants who were unemployed, for the *increase employment* and *reduce emergency benefit* outcomes.
- With the exception of Project D, all projects indicated that they prioritised recruitment of participants with a higher level of employability (alongside an interest/passion for environment-based work).
- Project D had a significantly higher percentage of participants who were unemployed prior to start the project. This is due to:
 - the project's main recruitment criteria being tangata whenua and experience in fencing (preferable); and
 - the inclusion of rangatahi (aged 13-18) who were less likely to be in any form of employment at this life stage.
- In the case of Project B, almost 80% of participants were previously employed, reflecting the project's main focus of increasing employability within in the Conservation sector, rather than increasing participants' employability generally.

Participants by previous employment status

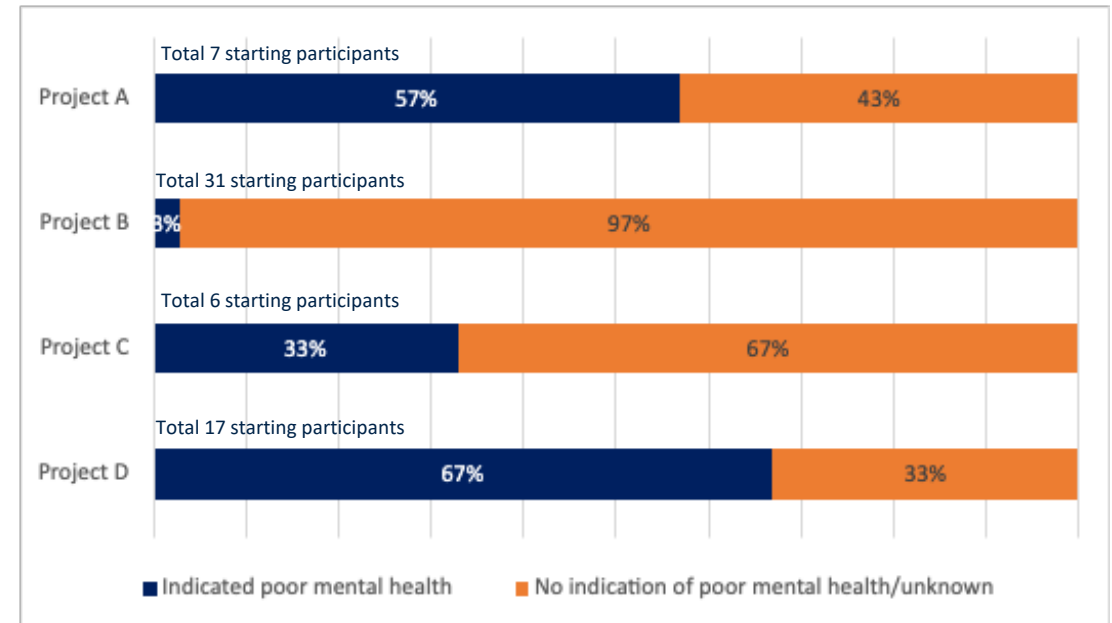


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Mental health opportunity varied significantly between projects

- Data on participants' mental health status at project start allowed us to apply tailored opportunity rates for the *improve mental health* outcome.
 - For Project B, data on the percentage of participants with an intellectual disability (6.45%) allowed us to apply a specific opportunity rate for participants with intellectual disability, for the *improve mental health* outcome.
- The risk profile of participants in relation to mental health varied greatly between projects.
- Project D had the highest rate of poor mental health among participants at project start, at 67%.
- In contrast, only 3% of participants in Project B were known to have poor mental health at project start. Again, this likely reflects the generally lower risk profile of participants in this project.

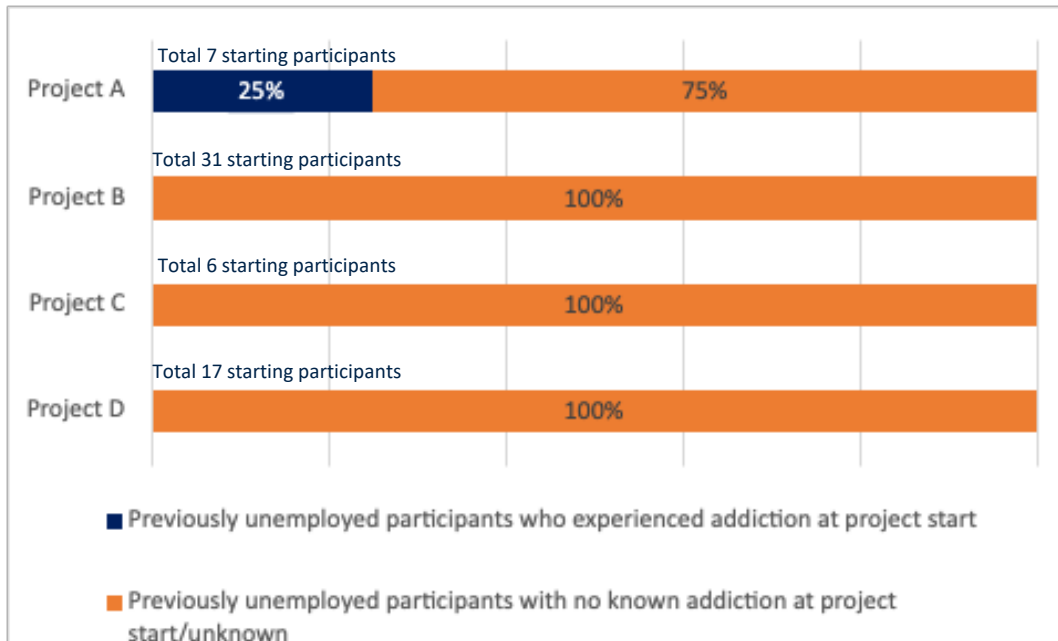
Participants' mental health status at project start



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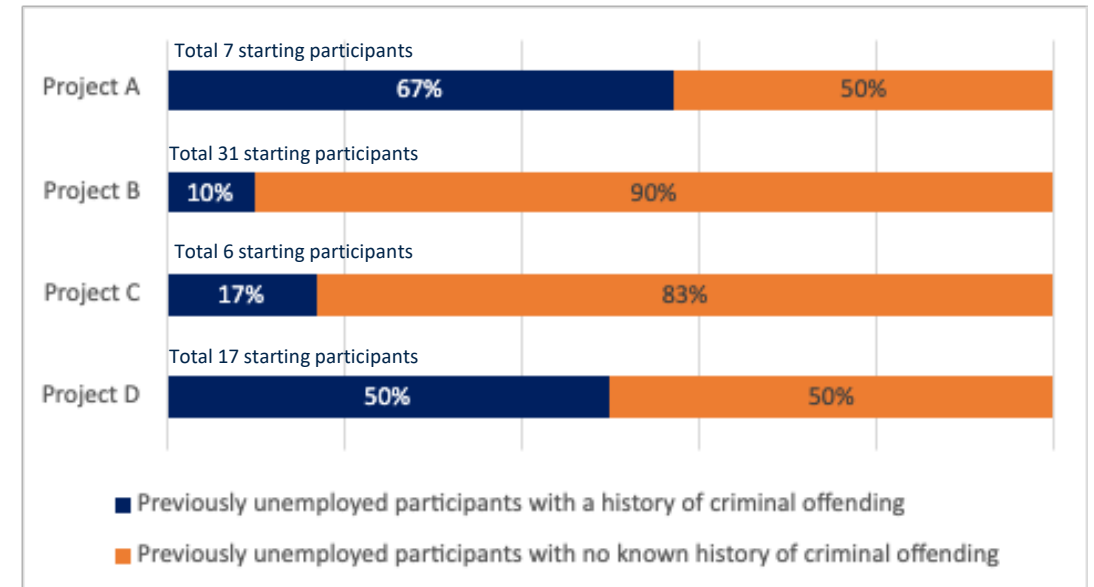
Some participants experienced challenges with addiction and previous offending

Participants' experience of addiction at project start



Data available for Project A, showing the number of participants experiencing addiction at project start (and who were also previously unemployed), enabled us to apply a specific opportunity rate for the *reduce addiction* outcome to those participants.

Participants' offending history at project start



Data on the number of participants with an offending history at project start (and who were also previously unemployed), enabled us to apply specific opportunity rates for the *reduce offending* outcome, for those participants.



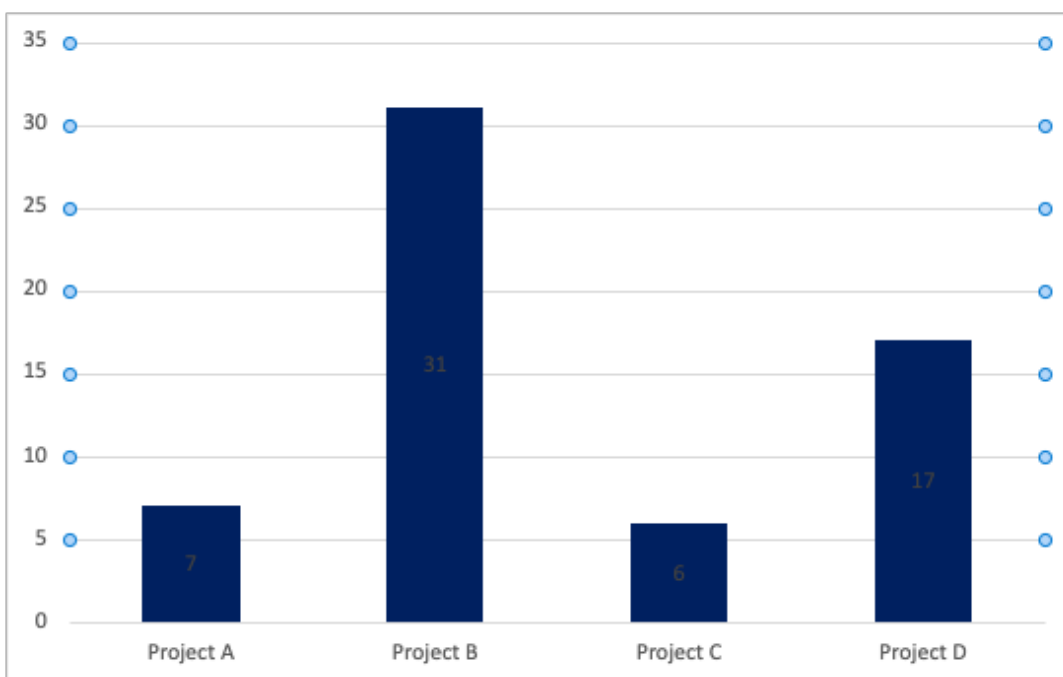
Population

How many people did the projects reach, and how many engage long enough to meaningfully benefit?

Number of participants *starting* per project

All projects had relatively small scale. However, there were still significant differences in starting participant numbers between projects.

Number of participants starting during the period in scope

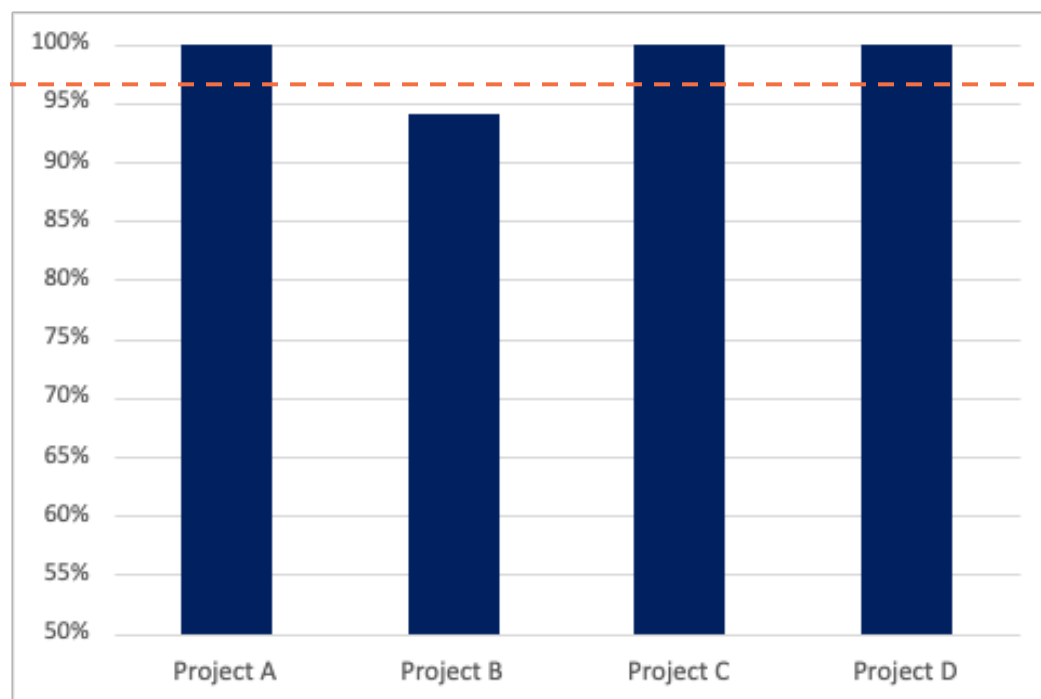


- All projects had had fewer than 35 participants starting during the period in scope.
- Project B had the highest number of starting participants (31) compared with Project C which had the lowest (6). This is a difference of more than 5x.
- Project B's significantly higher participant starting numbers were due to the project's shorter duration (delivered as 6-month intensives), meaning that multiple cohorts of participants started the project during the period in scope.

Number of participants *engaging* per project

The engagement rate across the portfolio was 97%

Participant engagement rate per project



--- Average engagement rate across the portfolio

- **ImpactLab worked with each provider to define 'engaging'. For the purposes of these GoodMeasure reports, there were no significant differences in the threshold for set for engagement in each project.*
- Three of the four projects had 100% rate of engagement, during the period in scope.
- Despite having the lowest engagement rate, Project B still had the highest number of participants engaging, meaning that the programme reached more people to whom we can attribute social value.



Future considerations

Data Framework

Outcomes

What positive long-term changes in peoples' lives does this help to create?

Effectiveness

How effective do we expect it to be at creating those changes?

Opportunity

Who do you serve, and what is the opportunity to make a difference for those people?

Population

How many people do you reach, and how many engage long enough to meaningfully benefit?

Investment

What is the investment required to deliver the programme?

Considerations

Consider expanding the scope of projects to address the question of job availability when participants leave a project.

This would increase our confidence in the application of the increase employment outcome, particularly for projects that focus on increasing employability in the environment-based work specifically (rather than increasing general employability).

Most projects measured collected some form of post-project outcomes data (or intended to, where the project is ongoing and there have been very few participants exiting so far).

Outcomes points to prioritise recording are:

- participants' employment status at least 6 months post-project; and
- participants' level of employment at least 6 months post-project (e.g. casual, full-time, part-time).

Consider targeting projects to people who are unemployed, over people who are underemployed or people who are simply looking to change work sector.

Consistently collect participant data around age, gender and ethnicity, alongside situational factors such as addiction, offending, and intellectual disability at project start.

While all projects had relatively small scale, projects with more participants starting per year (between 17 and 31) benefited from economies of scale, specifically lower cost per person.

When communicating the results of this analysis with external stakeholders, it is important to note that the SROI metric is highly sensitive to cost and the total costs of all projects measured included significant costs that were intended to achieve environmental and/or economic outcomes rather than solely social outcomes.

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Appendix

- Glossary
- References
- Limitations and disclaimers

Glossary

Term	Description
<i>Social value terms</i>	
<i>Total cost</i>	The total cost to deliver the projects, for the cohort of participants who started in the projects during the period in scope.
<i>Cost per person</i>	The total cost to deliver the projects divided by the total number of participants who started the projects during the period in scope.
<i>Period in scope</i>	A 12-month measurement used to count the number of participants starting in each project.
<i>Social return on investment / SROI</i>	The social return on investment (SROI) is calculated by dividing the total social value by the total cost, and is rounded to the nearest 10c.
<i>Social value</i>	The estimated social impact in dollar terms that a programme achieves for participants over their lifetimes.
<i>Social value per person</i>	Social value per person is calculated from the total social value divided by the total number of participants who engaged in the projects. This figure is averaged across all engaging participants.
<i>Total cost</i>	The total cost to deliver the projects for the cohort of participants who started in the projects during the period in scope. Note: The total cost includes the actual wages paid to participants for the full duration of their employment in the project (which may have extended beyond the period in scope, depending on the participant).
<i>Total social value</i>	The estimated lifetime social value that the projects generated for the cohort of participants who engaged in the projects during the period in scope.
<i>GoodMeasure outcome definitions</i>	
<i>Improve mental health</i>	Intrinsic measurement of an improvement in mental health
<i>Increase drivers licensing</i>	Measures increased income and government savings associated with holding a full licence
<i>Increase employment</i>	Measure income and government savings associated with moving into employment
<i>Increase specialised skills</i>	Measures increased income from improvement in transferable and human skills
<i>Reduce addiction</i>	Measures government costs associated with addiction
<i>Reduce emergency benefit</i>	Measures increased income and government costs associated with emergency benefit payment
<i>Reduce offending</i>	Measures increased income and government savings associated with reduced offending
<i>Reduce risky behaviour</i>	Measures government costs associated with risky behaviour

Key references

This is a selection of the evidence we used to substantiate outcome inclusion and estimate effectiveness:

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Limitations

General limitations

- The themes analysed in this report are based on observed correlations and provide broad conclusions rather than tight causative claims.
- 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.
- 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.
- 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 SROI metric does not tell the whole story about a project's social impact and should be considered alongside *social value per person* and *total social value*. An SROI indicates the social value created by a project *relative to the cost* of delivering that project. Therefore, a high SROI indicates that a project is cost-effective, (i.e. that its social value is high *in relation to* the investment required to create that social value), but a project with a low SROI may create more social value per person/higher total social value (despite the required investment being proportionately more).
- 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.
- Cost and participant data inputs are provided by the organisations. Responsibility sits with each organisation to ensure their data is accurate and genuinely reflects the programme.
- Estimates have varying confidence levels due to differing quality and availability of data inputs. Variation in access to data and evidence from project operations, public data and academic evidence base may occur based on the population supported, intervention model and project delivery model. The GoodMeasure methodology takes the approach of using the data that is available in order to support ongoing data improvement.
- 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.

Limitations specific to this report

- The social value metrics should be considered alongside the environmental and economic outcomes of each project. The Jobs for Nature programme focused on creating environmental benefits. However, social value metrics produced through GoodMeasure do not consider any environmental or economic outcomes of the projects. Therefore, social value metrics in this report should be considered together with environmental and economic reporting on the Jobs for Nature programme.
- The four projects measured by ImpactLab may not be wholly representative of the Jobs for Nature programme. While the four projects were selected to reflect a range of project types within the Jobs for Nature programme, due to the small sample size they may not fully represent the Jobs for Nature programme (which consists of more than 420 projects across New Zealand).
- The GoodMeasures completed for the four projects are closely, but not directly, comparable. Variables between the projects include:
 - Stage of the project – The projects used measurement periods that were at varying stages of their lifecycles (early, mid, end or multiple years post completion). The life stage of the projects during the measurement period contributed to differences in the number of participants starting the project during the period in scope and, in some cases, affected availability of outcomes data.
 - Structure of the project – While all projects provided employment in environmental work, there were differences in the programme design and focus. For example, the average length of participant engagement ranged from a fixed 6 months to variable duration averaging 2-3 years. Similarly, training and qualifications ranged from a highly structured curriculum focusing on industry certifications, to light-touch training limited to what is required for the work task.
 - Participant characteristics – Not all projects targeted/served the same types of participants. While one programme may have intentionally worked with people who were unemployed or underemployed, other programmes were more “universal” and engaged with any person with an interest in working in the environmental sector. Depending on the profiles of participants, specific programmes may have more opportunities to create a positive shift in participants' life trajectories.
 - Data availability – All four projects had a good, base level of data. However, some projects collected more opportunity data and/or social outcomes data. This enabled social value to be measured at a more granular level, increasing the social value that can be measured.