

Telling the Story of Youth Work through Social Return on Investment

A Forecast SROI Analysis of Rānui 135 Community Youth
Support Organisation (Aotearoa New Zealand)

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partnership with Ara Taiohi

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Chief Executive Officer
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Hands for Impact¹ is a non-profit organisation working alongside community organisations to provide pro bono Social Return on Investment evaluations in a way that is transparent, collaborative, and accessible.

We believe that social impact measurement is most powerful when approached through a sector-wide lens, grounded in partnership and collective learning. By working together, we aim to build the capacity of organisations to demonstrate their value, strengthen their voice, and ultimately increase the positive impact for the communities they serve and the sector as a whole.

Our Mission: *To improve access to social impact measurement for the non-profit sector within Aotearoa, through a cost-effective, collaborative, and sector-wide approach.*

Our Vision: *A well-resourced, connected, and evidence-informed sector that tells its collective story with clarity and mana.*

Hands for Impact is committed to upholding Te Tiriti o Waitangi, reflected through our values:

- **Mana Manaaki:** We build the mana of others through nurturing, growing, and challenging.
- **Mōhiotanga:** We share information through knowledge, knowing, understanding, comprehension, intelligence, awareness, insight, and perception.
- **Manawa Māui:** We're a catalyst for change by challenging the status quo constructively and seeking better ways of doing things.
- **Puaretanga:** We're transparent by nature by sharing what we're doing, how we are doing it, and what we learn.

We are deeply grateful to Rāhui 135 Youth Trust for the opportunity to walk alongside them, and for their openness, insight, and generosity throughout.

¹ www.handsforimpact.com

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Executive Summary

This Social Return on Investment (SROI) analysis finds that Rānui 135 creates **\$4.86 of social value for every \$1 invested**. This ratio demonstrates the substantial and enduring impact of Rānui 135's grassroots youth development in West Tāmaki Makaurau, particularly for Māori and Pasifika taiohi aged 13–18.

Key Findings

Strong Value Creation For Taiohi: The forecast SROI ratio of \$4.86:1 reflects the value created for young people only. The ratio measures the value of the material outcomes and does not value the enabling outcomes such as participating in safe places, feeling seen and heard, and increased confidence, however, these remain critical precursors to long-term change.

Material Outcomes: Six core outcomes were valued:

1. Greater network of support
2. Improved mental wellbeing
3. Increased sense of belonging to a community
4. Greater sense of self
5. Greater ability to advance in education, work or training
6. Developed leadership skills

These outcomes were evidenced directly through youth voice, alongside youth worker observations, organisational reporting, and external data.

Relationship-Centred Youth Development: The analysis confirms that trusted and consistent relationships with youth workers create meaningful change in the lives of the taiohi. Through safe spaces, mentoring, engagement that acknowledges cultural identity, practical assistance (e.g. transport, driver licensing), and youth co-developed and led activities, taiohi are able to feel a sense of connection, belonging to a community, advance their confidence and leadership skills, and pursue opportunities equipped with the tools needed to help them achieve their aspirations.

Strategic Insights

Evidence for funders: This SROI provides a credible baseline that demonstrates the social return of investing in preventative, relationship-based youth work, focusing on creating consistency for the taiohi by ensuring youth work related funding contracts allow for a minimum of 5 years of support.

Organisational learning: Rānui 135 delivers high relational value with clear and lasting impacts on taiohi. Future evaluations could be enhanced by embedding outcome-related data collection to consistently capture shifts in confidence, connection, and aspirational pathway achievements.

Sector learning:

This analysis provides insight into the value created through community-based, culturally grounded youth development approaches that prioritise long-term relational consistency. The forecast SROI ratio of \$4.86:1 offers an indicative measure of the social value generated for taiohi through such practice, grounded in the voices, experiences, and observed pathways of taiohi. The findings support advocacy efforts by illustrating that relationship-centred, culturally aligned youth work delivers meaningful, measurable social value and contributes to positive developmental outcomes for young people.

Table of Contents

About Hands for Impact	3
Acknowledgements	5
Executive Summary	6
Key Findings	6
Strategic Insights	7
Table of Contents	8
1. Introduction	12
2. Organisation Background & Delivery	15
2.1 About Rānui 135	15
2.2 Rānui 135's Delivery Approach	16
2.3 Local Context & Youth Needs	20
3. Project Scope	22
3.1 Purpose of Analysis	22
3.2 Scope of Analysis	22
3.3 Type of Analysis	24
4. Involving Stakeholders	25
4.1 Identifying Key Stakeholders	25
4.2 Stakeholder Engagement	28
4.3 Qualitative Analysis Process	32
4.4 Limitations & Future Considerations	34
5. Theory of Change & Outcomes	35
5.1 Areas of Change	36
5.2 Determining Material Outcomes	39
5.3 Taiohi Outcomes	41
Mentorship and Relational Connection	42
Community and Purpose	44
Education, Work and Leadership	46
6. Inputs & Outputs	51
6.1 Description of Inputs	51
6.2 Description of Outputs	53
7. Measuring Change / Outcomes	55
7.1 Evidencing Outcomes	55
7.2 Limitations & Future Considerations	61
8. Valuing Change / Outcomes	62

8.1 Identifying Financial Proxies	62
8.2 Limitations & Future Considerations	65
9. Establishing Impact	66
9.1 Deadweight	66
9.2 Displacement	68
9.3 Attribution	69
9.4 Duration and Drop-off	71
9.5 Depth	73
10. Calculating the SROI	77
10.1 SROI Ratio	77
10.2 Sensitivity Analysis	78
10.3 Stakeholder Verification of Analysis	84
11. Conclusion & Recommendations	85
11.1 Key Findings	85
11.2 Using the Results	86
11.3 Recommendations & Opportunities for Improvement	87
References	91
Appendices	93
Appendix A. Glossary	93
Appendix B. Rānui 135 Stakeholder Map	98
Appendix C. Stakeholder Inclusion & Exclusion Rationale	101
Appendix D. Stakeholder Interview Guides	105
Appendix E. Apportioned Operational Expenses	110
Appendix F. Pre-scoping Questionnaire	111
Appendix G. Follow Up Validation of Taiohi Outcomes	115
Survey Questionnaire	115
Outcome Survey Responses	118

List of Tables

Table 1. The Social Value Principles	13
Table 2. Rānui 135 youth development approach	17
Table 3. Age and development breakdown of taiohi engaged with Rānui 135	27
Table 4. Summary of qualitative stakeholder engagement approach	31
Table 5. Breakdown of qualitative interviews with taiohi sub-groups	31
Table 6. Enabling outcome considerations for categorisation	39
Table 7. Inputs Summary	52
Table 8. Summary of activities and outputs	54
Table 9. Material outcomes, indicators, quantity and depth	57
Table 10. Valuation technique and proxy rationale by outcome	63
Table 11. Estimated deadweight filter and rationale	66
Table 12. Estimated displacement filter and rationale	68
Table 13. Estimated attribution filter and rationale	69
Table 14. Estimated drop-off filter and rationale	71
Table 15. Depth calculations and rationale	73
Table 16. Calculated SROI for the analysis	75
Table 17. Sensitivity analysis results	77

List of Figures

Figure 1.	Rānui 135 Theory Of Change	38
Figure 2.	Pathway to change - Greater network of support. Improved mental wellbeing	42
Figure 3.	Pathway to change - Increased sense of belonging to a community. Greater sense of self.	45
Figure 4.	Linear pathway to change - Greater ability to advance in education, work or training. Developed leadership skills	47
Figure 5.	Hautū Waka pathway to change - Greater ability to advance in education, work or training. Developed leadership skills.	47

1. Introduction

Background & Context

Youth Work is a key driver of youth development in Aotearoa New Zealand.

Ara Taiohi defines Youth Work as *“the development of mana-enhancing relationships between a youth worker and a young person, where young people actively participate, discover their power, and choose to engage for as long as agreed”*². The practice is centred on supporting holistic, positive development so young people (aged 12 to 24) can contribute to themselves, their whānau (family), their community, and the wider world.

Evidence shows that Youth Work plays a significant role in the well-being and development of young people (Mahi Tūturu, 2025)³, yet the youth development sector remains undervalued and underfunded (Harrington, 2025)⁴. Many organisations operate under short-term contracts, facing growing pressure to deliver outcomes while providing funders and partners with evidence of their impact.

In response, there has been a shift in the non-profit sector toward more systematic ways of accounting for social value. Social Return on Investment (SROI) provides a tool for non-profit organisations to effectively demonstrate their value and identify where resources can be allocated to further optimise their impact.

This SROI report was commissioned by Ara Taiohi⁵, the peak body for youth development in Aotearoa New Zealand, as part of a pilot project designed to better understand the impact of Youth Work delivered through community organisations and to establish a methodological foundation for a sector-wide social value project. Two organisations were selected to reflect the diversity of youth development contexts: Rānui 135, an urban organisation based in West Auckland, and Tararua Community Youth Services (TCYS), a rural organisation based in Dannevirke. While this report focuses on Rānui 135, together, their stories of change provide a meaningful lens on the unique value youth work creates across different community settings.

² <https://arataiohi.org.nz/career/code-of-ethics/definition-of-youth-work/>

³ Bruce, J, Ngatai, T, Martin, L., McConnachie, S., Schoone, A. (2025). MAHI TŪTURU: The landscape of Youth Work in Aotearoa. Ara Taiohi, Wellington, NZ.

⁴ Harrington, J. (2025). *Whanaketanga i Aotearoa: Ngā Tāhuhu Kōrero - A History of Youth Work in Aotearoa New Zealand*. Wellington, NZ: Ara Taiohi.

⁵ <https://arataiohi.org.nz/>

Report Methodology

SROI is a principle-based methodology for measuring and accounting for the broader concept of social value. It seeks to understand, measure, and value the outcomes experienced by people and organisations as a result of an activity. SROI combines qualitative, quantitative, and financial information to tell a credible story of change that reflects what stakeholders themselves say is important.

Through the use of financial proxies, outcomes that do not have a market price can be given a monetary value. This does not mean putting a price tag on people or their experiences, but instead expressing the relative importance of outcomes in a way that can be compared with the resources invested. The result is an SROI ratio, which shows how much social value is created for every dollar invested.

The methodology used in this report aligns with the Principles of Social Value, as outlined by Social Value International⁶ (described in Table 1). These principles draw on established approaches from social accounting, cost-benefit analysis, financial accounting, social research and evaluation practice. They provide the foundation for making more informed decisions about value, ultimately aiming to increase equality, improve well-being, and enhance environmental sustainability.

Table 1. The Social Value Principles

Principle	Simple Description
Principle 1: Involve stakeholders	Work with stakeholders to understand what changes for them, and ensure their voices inform what is measured and how.
Principle 2: Understand what changes	Articulate how change happens, describing outcomes (positive, negative, intended, unintended).
Principle 3: Value the things that matter	Use appropriate financial proxies to represent the relative importance of outcomes so that they can be compared to the investment.
Principle 4: Only include what is material	Include only the information and evidence that is necessary for an accurate and fair picture of the value created.
Principle 5: Do not overclaim	Recognise the contributions of others and only claim the value that your activities are responsible for creating.

⁶ <https://www.socialvalueint.org/principles>

Principle 6: Be transparent	Demonstrate the basis of your analysis openly, making clear the methods, assumptions, and limitations.
Principle 7: Verify the result	Ensure the results are tested and assured independently, to increase credibility and confidence.
Principle 8: Be responsive	Use the results to learn, improve, and be accountable to stakeholders, embedding feedback and change into decision-making.

The methodology follows the six stages of SROI, as outlined in the *Guide to Social Return on Investment* (SROI Network, 2012), referred to throughout this report as the *SROI Guide*.

Six Stages in SROI Analysis:

1. Establishing Scope & Identifying Stakeholders.
2. Mapping Outcomes.
3. Evidencing & Valuing Outcomes.
4. Establishing Impact.
5. Calculating the SROI.
6. Reporting & Using the Results.

Report Structure

This report is organised into 10 main sections (excluding the Introduction). These sections align with the six stages of the SROI methodology. Each section of this report - from 3. Project Scope to 10. Calculating the SROI - begin with a short description of the stage, adapted from the *SROI Guide*, followed by the Hands for Impact approach. Our approach is grounded in whakawhanaungatanga (building relationships), transparency, and accessibility.

In recognition of the cultural context of this mahi (work), the report also incorporates te reo Māori and Pasifika words. A complete glossary of terms is provided in **Appendix A**.

2. Organisation Background & Delivery

2.1 About Rānui 135

Rānui 135 is an urban youth development organisation based in West Tāmaki Makaurau (Auckland). Founded in 2002 by four passionate individuals; Rob Luisi, Emelita 'Zee' Luisi, Osaiasi 'Ozee' Kupu, and Jarm Joseph, the organisation was born out of a vision to celebrate and uplift the taiohi of Rānui, creating the support network needed to overcome the statistics and deficit-based narratives surrounding the community at that time. From the outset, their kaupapa prioritised care, connection, and community.

For over a decade, the founding team volunteered their time unpaid, running programmes, organising events, and walking alongside taiohi in every corner of life. From those early days, Rānui 135 became a place where taiohi could show up fully as themselves, grounded in their culture, identity, and aspirations.

The values that underpin Rānui 135 are both meaningful and practical: relationships come first, leadership grows from within the community, and real change takes time. It is powerful to note that three of the youth workers on the team at present were once taiohi participants themselves. Their experiences at Rānui 135 were transformative, so much so that they pursued youth work as a career, now giving back to the community that shaped them.

"I'm just enjoying everything with the kids, being that person for them, just like what Rob and Zee were to us when we were younger, growing up. I just wanted to be that person for the young people now. So now I'm here working for Rānui 135." - Youth Worker (Former Taiohi Participant)

Over the past two decades, Rānui 135 has grown a reputation as a force in youth development, known for its integrity, authenticity, and deep understanding of how to engage with local taiohi. What began with four friends putting on fun activities has now grown into a thriving organisation employing eight dedicated staff and engaging hundreds of taiohi annually.

The team is now focused on making space for the next wave of local leadership, and the foundation remains the same, homegrown and heart-led.

Vision: Young people aspiring towards and achieving goals, participating and contributing positively to their families and communities.

Mission: To provide opportunities which assist young people to grow with confidence, so that they strive towards and pursue positive life outcomes.

Rānui 135 describes fulfilling its vision and mission through the following objectives:

1. Encourage and support youth voices to be heard and acknowledged.
2. Provide experiences that grow confidence, self-belief, and aspiration.
3. Provide environments that are engaging and allow expression.
4. Collaborate with networks to increase capacity amongst the youth sector.
5. Support and celebrate the achievements of young people in the Rānui community.
6. Influence positive choices.

2.2 Rānui 135's Delivery Approach

Through the kōrero/talanoa (conversation) shared with Rānui 135 taiohi, youth workers, community members, and founders, some key themes emerged that can be considered as good representations of Rānui 135's approach to youth development. Table 2 describes these key themes in more detail.

As part of this project Hands for Impact set out to understand and put into words a summary of the core elements of Rānui 135's approach to working with youth that had the greatest influence on the outcomes they were achieving. We approached this analysis using an abductive method, drawing on a blend of prior organisational knowledge (values, mission, established objectives) and new insights generated through kōrero/talanoa with taiohi, youth workers, community members, and founders. The themes presented in the table below therefore reflect an analytic synthesis: they were developed by iteratively interpreting participant narratives alongside the organisation's broader kaupapa (initiative/purpose), and identifying the recurring practices that stakeholders described as most influential in supporting positive change. These insights were developed to help explain the outcomes mapped in the Theory of Change and should be understood as findings emerging through the analysis, not a pre-established organisational model.

Table 2. Rānui 135 Youth development approach

Building a Strong Foundation Through Relationships	
Long-term Relationships - Evolving into Community	Relationships span years, often starting in intermediate school and running through the whole duration of adolescence. There is no expiry or end date on the relationship; taiohi can grow into adulthood still feeling a part of and connected to Rānui 135, often returning to visit during community events and sports.
Shared Background / Local Connection	Youth workers are often from the same area or cultural background, creating immediate rapport and familiarity.
Positive Whānau-like support	Youth feel cared for in a way similar to that of family or friends. That care feels genuine, which builds trust in the relationship. The work is relational, not transactional. <i>"The bro is fighting for us... that is tough, that goes a long way."</i> - Taiohi tāne, 20
Encouragement over Expectation	The taiohi actively making an attempt towards their goal is the success, not the result of their attempt e.g. a taiohi goes for their license but does not pass, the youth worker celebrates the action of taking the test as that is a step towards achieving their goal of getting their license. This interaction reduces any anxiety or fears the taiohi has around the result, allowing them to feel safe trying things out. The youth worker's actions reflect a belief in the ability of the taiohi, which in turn builds their confidence.
Voluntary engagement	Consistent check-ins and support without pressure (allowing the youth to arrive in their own time but letting them know you're there).
Flexibility in teaching and learning	Youth workers recognise that there is no one-size-fits-all approach when it comes to learning, and they adapt activities to accommodate different learning styles expressed by youth.
Culturally Grounded Connection	
Consistent Manaakitanga (care)	Care and kindness are shown not through grand gestures, but through everyday acts. A warm greeting, shared kai (food), or a listening ear all serve to honour the vā (see description below) and build a safe environment for growth.
Embedding Mentorship within Building Cultural Knowledge	Building unity and connection through learning about culture. Mentorship is embedded in the flow of talanoa/kōrero, through cooking traditional foods, sharing pūrākau (stories), weaving, or crafting. Exploring culture becomes the foundation for connection, learning, empathy and unity.

Building Future Leaders	
Youth-Led Feedback Loops	Programmes like Ta'ahine Toa ⁷ evolve alongside the taiohi. Taiohi are encouraged to contribute to developing the support they want to see and the activities they want to take part in. Through this, they deepen their sense of belonging as they feel seen and heard. Their contributions are meaningful and real, which brings a sense of achievement when the activity comes to fruition.
Supported Not Scripted	Mentors don't impose goals or ideals of success. Taiohi develop their own aspirations, and mentors provide the tools and support necessary to get there.
Participant-to-Leader Pathway	Leadership isn't reserved for a chosen few. It grows organically from participation. Whether leading sports or organising Youth Week events, taiohi are offered increasing opportunities to step into leadership roles and strengthen their confidence.

While Rānui 135 does not explicitly describe its approach as “vā-centred,” the way they work with taiohi is reflected well through this relational concept. The term vā is found across multiple Pacific languages (e.g., Samoan, Tongan, Māori, where similar terms like wā exist). Albert Wendt (1996), in *Tatauing the Post-Colonial Body*⁸, describes vā as:

“Vā is the space between, the between-ness, not empty space, not space that separates but space that relates, that holds separate entities and things together in the Unity-that-is-All, the space that is context, giving meaning to things. The meanings change as the relationships/the contexts change. A well-known Samoan expression is 'la teu le vā.' Cherish/nurse/care for the Vā, the relationships. This is crucial in communal cultures that value group, unity, more than individualism: who perceive the individual person/creature/thing in terms of group, in terms of Vā, relationships”

This quote helps us to understand vā as the relational space between people, places, and things, noting that, unlike the Western idea of space as 'absence', vā is a 'living, breathing, relational' space that must be nurtured and maintained. The lived, day-to-day practice of Rānui 135, building long-term relationships, showing consistent manaakitanga, encouraging taiohi agency, and creating culturally grounded opportunities for leadership, aligns closely with the relational values nurturing what the vā represents.

⁷ Ta'ahine Toa is a school-based female leadership group with learnings delivered through a cultural lens, serving young women aged 10–18.

⁸ Wendt, A. (1996). *Tatauing the Post-Colonial Body*. *Span*, (42–43), 15–29. Retrieved from <https://www.nzepc.auckland.ac.nz/authors/wendt/tatauing.asp>

A Strong Fit with Aotearoa-Based Youth Development Research

Ngā Tikanga Whānaketanga – He Arotake Tuhinga (2019)⁹ calls for a shift from deficit-based approaches to those grounded in cultural values and youth voice. It advocates for models that affirm young people's mauri (potential, passion and identity), enhance their mana (agency, integrity and inborn value of deserving respect), and are underpinned by manaakitanga (care, generosity and investment in relationships where the collective responsibility lies with the side with greater power or authority) and whanaungatanga (inherent need for connection, sense of belonging and positive relationships). Rānui 135's practice clearly aligns with these principles, centring connection, belonging, identity, agency, long-term relationships and community engagement. The review also highlights the importance of culturally affirming spaces, relational consistency, and leadership opportunities rooted in participation, cultural expression, and decision-making, not just formal or academic performance.¹⁰ These themes are evident in Rānui 135's use of participant-to-leader pathways, youth-led programme design, and the encouragement of multiple expressions of leadership, from role-modelling values and behaviour for other youth through to leading activities that youth have co-designed.

Embedding Pacific and Māori Worldviews in Practice

A framework that Rānui 135 actively embeds into their practice is Hautū Waka. Hautū Waka, as a methodology, was developed by Roimata Taniwha-Paoa and Ayla Hoeta, guided by Matua Rereata Makiha. The elements of this framework are born from the karakia 'Te pune te pupuke', recited by Te Kohuora of Rongoroa. As a framework, it helps people become more intentional in their approach to systems thinking, process design, reflection and evaluation. Rānui 135 has adapted this framework to support the development journey of their taiohi. The phases are described as follows:

Whakariterite: Preparing for the voyage.

Te Rapunga: Exploring new knowledge and opportunities.

Te Kitenga: Developing ideas and purpose.

Te Whaingā: Setting out, testing ideas and methods.

Te Whiwhinga: Reviewing, measuring progress, refining goals.

Te Rawenga: Outcome reflection and celebration.

⁹ Deane, K., Dutton, H. & Kerekere, E. (2019). *Ngā Tikanga Whanaketanga – He Arotake Tuhinga*. A Review of Aotearoa New Zealand Youth Development Research. Wellington, NZ: Ara Taiohi.

¹⁰ Deane, K., Dutton, H. & Kerekere, E. (2019). *Ngā Tikanga Whanaketanga – He Arotake Tuhinga*. A Review of Aotearoa New Zealand Youth Development Research. Wellington, NZ: Ara Taiohi.

Each phase of the Hautū Waka journey invites critical reflection, understanding what we learnt from the tohu (signs/indicators) noticed on that phase of the journey, and how we can attune and realign our course based on these learnings. This is one example of the tools and support taiohi learn and gain as they continue to engage with Rānui 135, which provides them with a meaningful framework with which to orient their life path, in a way that promotes continued self-directed development in future.

2.3 Local Context & Youth Needs

As of the 2023 Census, the suburb of Rānui was home to around 14,400 residents, of whom 21.4% identified as Māori and 27.7% as Pacific Peoples, far higher than the national averages of 17.8% and 8.9% respectively¹¹. The ethnic groups within the Pasifika population of Rānui are as follows:

- Samoan: 15.2%
- Tongan: 4.4%
- Cook Islands Māori: 4.3%
- Niuean: 2.6%
- Fijian: 1.2%
- Tokelauan: 0.4%
- Not further defined & other: 3.8%

Nearly half the population (46.1%) of Rānui was under 30, with 23.4% under 15 and 22.7% aged between 15–29¹. Among Māori in Rānui, one in three (33.6%) are under 15¹, compared with 29.6% nationally. Pasifika have similarly youthful demographics (30.7% under 15 nationally)¹². This strong youth presence brings energy, talent, and potential, which Rānui 135 celebrates and nurtures. The high youth population also indicates the need for culturally aligned, place-based support.

In terms of income, adults in their prime working years in Rānui earn less than their peers nationally. Rānui's median personal income for 30–64 year-olds is \$51,200, compared with \$57,900 across Aotearoa¹. The median income for Māori within Rānui aged 30–64 is \$38,800, which is \$12,400 below the Rānui median for this age¹. This shows us that Rānui households are operating with fewer dollars than the national norm, and Māori whānau are carrying a disproportionate share of that gap.

¹¹ Stats NZ. (2023). Place Summaries: Rānui (Auckland) – 2023 Census.

¹² Environmental Health Indicators New Zealand (EHINZ). (2024). Ethnic profile – Age distribution.

These demographics highlight the importance of culturally responsive, youth-focused services in Rānui. With strong Māori and Pasifika representation, a youthful population, and the need for community support through the experience of economic constraint, programmes like Rānui 135 are positioned to build on community strengths, create pathways for taiohi, and address barriers through trusted, place-based relationships.

3. Project Scope

Establishing the scope is the first step of an SROI analysis. This stage helps to set clear boundaries about what is being considered, why it matters, and the resources available. This process ensures alignment with the organisation's goals while finding a balance of depth and feasibility within the project's timeline and resourcing. It is important to note that defining the scope is an iterative process, and adjusting the scope in response to new information is good practice and not unusual.

To initiate the scoping process, Rānui 135 was sent a **pre-scoping questionnaire** (Appendix F) to help understand the organisation's goal and objectives, purpose for the analysis, and scope of activities. It also allowed the organisation to share any relevant documents to support the analysis. Next, a **Scoping & Planning Hui** was scheduled with the Rānui 135 team to discuss the project scope and next steps for the analysis. The final scope was reviewed and signed off by the Hands for Impact mentor/supervisor and Rānui 135 team before being finalised.

3.1 Purpose of Analysis

This SROI analysis was undertaken to help Rānui 135 understand the social value they create for taiohi aged 13-18, engaged in Rānui 135's activities and programmes.

As part of understanding and measuring the outcomes experienced by taiohi, we also sought to understand the core elements of Rānui 135's youth development approach that taiohi reflected as most influential to achieving the outcomes experienced.

3.2 Scope of Analysis

Stakeholder Group for Analysis

Young people aged 13–18 years are the primary stakeholder group for this SROI analysis. This age bracket aligns with the high school years (Years 9–13) and their first steps into adulthood, a critical stage in adolescent development where disengagement from education and other risk factors often emerge.

Methodological Approach

Hands for Impact followed an abductive approach, centering stakeholder informed insights, and developing a Theory of Change iteratively as new understandings emerged. Insights were considered in relation to organisational information (interviews, data, vision/mission, objectives), and existing youth development research, as well as past evaluations to understand alignment, divergence, and eventually establish a final Theory of Change.

Abductive analysis is described as a back and forth process between the research evidence and considerations of theory actively comparing emerging insights with existing knowledge, to form a deeper understanding¹³.

Programme Activities

The organisation supports taiohi through a range of culturally anchored, future-focused activities. The programmes are described in detail in *Section 6.2 Description of Outputs*. However, it is important to note that through the programmes offered, Rānui 135's core youth development approach is delivered through the following activities:

Mentoring:

- Individualised goal setting and pathway planning.
- One-to-one and group mentorship.
- Cultural education and identity development by delivering their programmes framed through a Moana worldview (an inclusive representation of the perspectives and values amongst different island cultures within the Pacific).

Education & Work:

- Exposure to entrepreneurship and business skills rooted in cultural values through programmes like IndiGenius.
- Career exploration and pathway connections through programmes such as Tukutaula Punga.
- Advocacy and support for youth navigating public support services, licenses and accreditations.

¹³ Earl Rinehart, K. (2020). Abductive Analysis in Qualitative Inquiry. Qualitative Inquiry.

Leadership:

- Leadership development through a range of programmes, including group programmes such as Realize¹⁴ and Ta'ahine Toa, as well as sports-based activities such as Sports Academy and Sports Camps.

These activities delivered through Rānui 135's youth development approach are designed to support self-determination and build meaningful life outcomes.

3.3 Type of Analysis

In SROI, there are two types of analysis:

- **Evaluative:** Conducted retrospectively and based on actual outcomes that have occurred.
- **Forecast:** Predicts how much social value will be created if the activities meet their intended outcomes.

Forecast Analysis

The analysis provides a forecast of the social value expected to be created by Rānui 135's youth development activities over a five-year period (1 July 2025 – 30 June 2030), drawing on retrospective reflections and current lived experience to inform the projection. A forecast approach was chosen because the organisation is at a strategic turning point, refining its direction and seeking to attract long-term investment and partnership to support its service for the youth. This analysis offers evidence to support that process.

Period of Activities

This forecast SROI was conducted to estimate how much social value Rānui 135's youth development approach is expected to generate over five years (1 July 2025 to 30 June 2030). The decision to forecast over five years was guided by sector expertise and informed by internal reflections on the time it typically takes for youth development outcomes to stabilise and translate into longer-term life changes.

¹⁴ Realize is a civic leadership group with storytelling and events for taiohi aged 13-24.

4. Involving Stakeholders

Involving stakeholders is a core principle of SROI. Stakeholders are defined as people or organisations that experience change, whether positive or negative, intended or unintended, as a result of the activity being analysed.

Materiality means including only the information or stakeholder groups that are essential to telling an accurate and fair story of the value created. If excluding a stakeholder group would misrepresent the organisation's activities, outcomes, or overall value, then that group is considered material and must be included.

The following sections outline how representative stakeholders were selected and the method of engagement.

4.1 Identifying Key Stakeholders

To identify key stakeholders, Hands for Impact began by listing all potential stakeholders that could affect or be affected by the organisation's activities, drawing on insight gathered during the initial **Scoping & Planning hui** (meeting) as well as desktop research. Stakeholders were categorised into three categories:

- **Primary:** Those who are directly or indirectly affected by Rānui 135's activities. This analysis focused on the core stakeholders whom Rānui 135 aims to support - the taiohi.
- **Secondary:** Those who help deliver Rānui 135's services, such as youth workers, staff, volunteers, or partner organisations.
- **Tertiary:** External supporters or collaborators whose investment, influence, or advocacy helps sustain and scale Rānui 135's impact, such as funders, government bodies, or community leaders

Next, a **Stakeholder Mapping hui** was scheduled with Rānui 135 to refine and verify the initial stakeholder map. This involved working through each stakeholder group with the organisation to gain a deeper understanding of how they were affected by or contributed to the organisation's activities, as well as the total number of stakeholders per group. See Appendix B for the complete Stakeholder Map.

Stakeholder Inclusion & Exclusion

The decision to include or exclude a stakeholder group was determined through the scoping and stakeholder engagement phases of the project, and then further informed and refined by the insights gathered through stakeholder feedback during the qualitative interviews. Key stakeholders were selected based on the principle of materiality, meaning only those people or groups that experience significant change or who were crucial for the activity to happen, please see Appendix C for the rationale regarding including or excluding certain stakeholders. Secondary and tertiary stakeholder groups were identified as key enablers of the activity but were not deemed to experience material change, and therefore were counted as key inputs in the Value Map.

At the outset, it was anticipated that whānau might constitute a material stakeholder group. However, three considerations led to their exclusion. First, the core purpose of the analysis is to understand the outcomes experienced directly by taiohi, and to articulate the mechanisms through which these changes occur. Second, whānau are not service users within Rānui 135's model, the organisation's activities are not designed or delivered with whānau as a target group. Third, insights gathered through taiohi interviews did not indicate consistent or significant changes experienced by whānau that would meet the threshold of materiality for inclusion outlined above (experiencing significant change). For these reasons, whānau were recognised as part of the wider context of the world of the taiohi, but not included as a key stakeholder group experiencing material outcomes via the activities considered in this SROI.

Stakeholders Engaged

Four stakeholder groups were engaged in this analysis:

- **Taiohi (youth participants)** – direct beneficiaries of the programme.
- **Youth workers** – who deliver and shape programme activities.
- **Founders and organisational leadership** – providing strategic direction.
- **Community partners** – who collaborate in delivery and support outcomes.

While multiple groups may be experiencing change as a result of the programme, **only youth participant outcomes were quantified and monetised in this SROI analysis**. This decision reflects the purpose of the study, which was to understand the value created for taiohi as the primary beneficiaries. Other stakeholder groups were engaged as *informants*, helping to verify, contextualise, and refine the understanding of youth outcomes, but their own outcomes were identified as not material and therefore not monetised. See Appendix C for the detailed stakeholder inclusion/exclusion rationale.

The below table outlines the wide age range that Rānui 135 is currently engaged with, and the ways in which they engage with the taiohi at each age grouping. These groupings helped Hands for Impact to understand engagement patterns and outcomes across different stages of the youth development journey. This allowed Hands for Impact to work with the organisation to identify which developmental stage/age-range Rānui could create the most value for and therefore would be the most suitable subject cohort for this analysis.

Table 3. Age and development breakdown of taiohi engaged with Rānui 135

Taiohi Sub-Group	Age Range	Description / Type of Engagement	Total nō of taiohi
Primary School (Years 5-6)	8-10 years	Entry-level engagement: the earliest age at which young people begin participating in Rānui 135 programmes and forming relationships.	100
Intermediate School (Years 7-8)	11-12 years	A key stage for preventative youth development. Relationship-building begins here to support the transition to high school.	110
Secondary School (Years 9-13)	13-18 years	Rānui 135 provides intensive guided mentoring and support for this age range across a range of programmes. This range forms a key intervention stage, with the focus being on supporting taiohi to stay on positive paths or right the course of their path where challenges have arisen.	120
Young Adults	19-24 years	Rānui 135 provides holistic support for this group, focusing on transitions to work, education, or training.	100

Stakeholder Group Selected For Analysis

After considering the engagement patterns, outcome focus and areas where Rānui 135 could create the most value for taiohi, the secondary school group aged 13-18 was selected for inclusion, as the secondary school years (Years 9–13), are a critical stage in adolescent development where disengagement from education and other risk factors often emerge.

Consideration of Taiohi Sub-Groups

During the planning stage, we considered the potential for materially different outcomes among sub-groups of stakeholders. Sub-groups were identified based on several criteria

that may affect their experience of the outcomes, such as age, gender, ethnicity and programme engagement. Recruitment instruction encouraged inviting participants from each potential sub-group.

After the interviews were completed and coded, Hands for Impact conducted an analysis of the findings from the qualitative interviews to assess the potential for further sub-groups within the selected cohort of taiohi aged 13-18. The qualitative interviews indicated that no further sub-grouping was relevant to this stakeholder group, as the outcomes expressed within that group did not reveal any apparent differences between age, gender, ethnicity or programme involvement.

The follow up verification workshop which included an Outcomes Survey (Appendix G) further confirmed this. Therefore we have treated the taiohi aged 13-18 as a single material stakeholder group for the purposes of this SROI. A detailed breakdown of Hands for Impact's decision making around this is included in Appendix C.

4.2 Stakeholder Engagement

This section outlines the process and rationale behind the recruitment and engagement of key stakeholders for the SROI analysis of Rānui 135. Our engagement process was designed with the stakeholders at the core and to ensure we upheld tikanga, reflected manaakitanga and engaged in meaningful whanaungatanga. Stakeholders were then engaged in-person through a combination of qualitative interviews, focus groups, and informal consultation through open kōrero/talanoa in a familiar setting.

Stakeholder Engagement Approach Rationale

In the early planning stages, Rānui 135's founders and the Hands for Impact team discussed a critical concern: Māori and Pasifika communities are frequently over-surveyed, and research processes can often feel extractive¹⁵, especially when participants are expected to share deeply personal experiences. In response to this, we opted to avoid rigid or extractive data-gathering methods such as long written surveys or repeated questioning.

Instead, we followed the Mana Taiohi principle of Whai Wāhitanga¹⁶, recognising the mana of our taiohi, knowing they are valued contributors to society and to this research, and allowing space for their voluntary participation and agency over their voice. An important

¹⁵ Vaoletti, T. (2006). Talanoa: Tongan epistemology and Indigenous research methodology. *Pacific Health Dialog*, 13(1), 5–11.

¹⁶ Ara Taiohi. (2020). Code of Ethics for Youth Work in Aotearoa New Zealand. See Clause: Whai Wāhitanga.

element of this was the experience for the taiohi participating in the research (for some of the younger taiohi, it was their first research experience). To be a true reflection of Whai Wāhitanga, the engagement needed to be respectful, relational and positive for the taiohi.

Stakeholder Engagement Process

The Hands for Impact engagement process was therefore designed to reflect tikanga, express manaakitanga, authentically build relationships through whakawhanaungatanga and positively observe utu (reciprocity). To achieve this, Hands for Impact prioritised kano ki te kano (face-to-face) interviews, beginning with youth workers and founders to capture organisational context, programme delivery insights, and observed changes for taiohi, followed by interviews with taiohi themselves. This phase took place between 23 March and 19 June 2025. Being onsite during this period also created opportunities for informal kōrero/talanoa (conversations) with taiohi and organisational staff, alongside observation of daily interactions.

Taiohi recruitment and engagement were organised and led by the organisation to ensure a safe and comfortable environment. Hands for Impact ensured the research experience was positive, respectful, and relational; especially for taiohi experiencing research for the first time.

One-to-one interviews were selected as the primary form of engagement as this allowed Hands for Impact to observe the tikanga described above, meet face to face and build relational trust to ensure the taiohi felt safe opening up about their experiences with the researcher. This allowed Hands for Impact to gather qualitative data whilst protecting the mana of the taiohi. Hands for Impact also held six group interviews (three or less in a group) for taiohi who felt more comfortable or confident taking part as a group or with a friend.

Following completion of the qualitative one-to-one interviews, analysis, and development of the Theory of Change, Hands for Impact returned to the organisation to undertake a validation process with taiohi. Four in-person workshops were held with taiohi, the majority of whom had not participated in the earlier qualitative interviews. One participant had previously taken part in a qualitative interview and contributed to the verification phase alongside other taiohi. These workshops provided an opportunity to review and test whether the established Theory of Change accurately reflected taiohi experiences.

As part of this validation process, an Outcomes Survey (see Appendix G) was administered in person across four focus groups. This enabled taiohi to work through the

proposed outcomes collectively and indicate the extent to which these outcomes resonated with their own experiences of involvement with Rānui 135.

The survey was administered after the report had been drafted and was used as a stakeholder verification tool. The results informed the quantitative findings presented in this report and provided additional assurance that the final Theory of Change and reported outcomes are grounded in taiohi experience.

Types of Questions Asked

To support this engagement process, semi-structured interview guides were developed for both taiohi and youth workers. These were designed to be flexible, enabling open kōrero/talanoa that followed the natural flow of conversation. Core themes included frequency, type and length of engagement with the programme, perceived changes over time, the value and meaning of those changes, future aspirations, broader ripple effects, and identification of other stakeholders or possible contributors. The interview guides used are included in Appendix D.

Unintended or Negative Outcomes

To explore unintended or negative outcomes, Hands for Impact began the interview first explaining the research purpose, how the interview will flow, and reaffirming that the youth worker or taiohi is free to describe any intended/unintended outcomes, positive/negative experiences. We also followed up with related questions when change experiences were described during the open kōrero.

Ethical Considerations

All participants received an Information Sheet describing the purpose of the study, what participation involved, and how data would be stored. If required, age-appropriate explanations were provided to taiohi.

All participants provided informed consent prior to taking part. For adults, this was through signed consent forms. For taiohi under 16, consent forms were required to be co-signed by a parent/caregiver. These forms outlined the voluntary nature of participation, the right to withdraw at any time, and confidentiality safeguards. All participants were given an option to remain anonymous.

To ensure ethical and safe practice when engaging with taiohi, a Youth Disclosure Policy was signed by Hands for Impact and Rānui 135, in the unlikely event of having to manage a disclosure of harm or abuse. Additionally, the Hands for Impact team also undertook a

two-day training course through Ara Taiohi on the Code of Ethics for Youth Work in Aotearoa¹⁷ and the Mana Taiohi framework. All team members were police-vetted.

Table 4. Summary of qualitative stakeholder engagement approach

Stakeholder Group	Group Size	Number Engaged	Method of Engagement
Taiohi	~120	24 interviewed (aged 16-24), of which 19 taiohi aged 13-18 were taken forward for measurement/analysis	One-to-one (9), Two-to-one (3), Three-to-one (3) interviews
Youth workers	8	8 (4 were former taiohi participants at Rānui 135)	One-to-one interviews
Founders	4	3 (one also a current youth worker)	One-to-one interviews
Community Partners	1	1 (Rānui Action Project)	One-to-one interviews

Table 5. Breakdown of qualitative interviews within possible taiohi sub-groups

Taiohi Sub-group by Gender	Age Group at Qualitative Interview	Number of Taiohi Engaged
Wāhine/Female	16-18	4
Wāhine/Female	19-24	3
Tāne/Male	16-18	8
Tāne/Male	19-24	3
	Age Group at Beginning of Engagement at Rānui 135	Number of Taiohi Engaged
Wāhine/Female	13-15	4
Wāhine/Female	16-18	3
Tāne/Male	13-15 (One tāne included started at age 11 and continued through to age 18)	6
Tāne/Male	16-18	5

¹⁷Ara Taiohi. (2020). Code of Ethics for Youth Work in Aotearoa New Zealand.

4.3 Qualitative Analysis Process

The purpose of the qualitative analysis was to systematically interpret stakeholder interviews and focus groups in order to identify, cluster, and prioritise the outcomes that matter most to taiohi.

To begin, all interviews and focus groups were transcribed verbatim using Otter.ai (an AI transcription tool), with transcripts cleaned and reviewed by the Hands for Impact team for accuracy. Each transcript was anonymised using participant codes.

The Hands for Impact team then held an outcome brainstorming session to move from raw data to preliminary outcome mapping. Using post-it notes, each member noted potential outcomes and key activities. Notes were read aloud and clustered into categories on a whiteboard, including:

- Personal outcomes
- Participation outcomes
- Behavioural change
- Life skills
- Relationships and connections
- Long-term/aspirational outcomes

This collaborative mapping produced the foundation for the qualitative coding framework, which became the shared framework for organising outcomes. An inductive reasoning process was used to ensure that the outcome categories emerged directly from the data rather than being imposed beforehand. While the research team was familiar with common youth development outcome areas, no predefined framework guided the analysis. Instead, themes were derived organically through repeated reading of transcripts, collaborative discussion, and clustering of post-it notes during the outcome-mapping session. The final categories reflected patterns identified inductively from taiohi and stakeholder narratives, grounded in their lived experiences.

To ensure consistency and rigour across the team, a three-part toolkit was developed using Excel spreadsheets:

1. **Outcome Coding Table:** Extracted key quotes, assigned initial codes, and group emerging outcomes.
2. **Outcome Clustering & Draft Pathways:** Grouped coded data in clusters, enabling visualisation of early change pathways and connections between activities, short-term outcomes, and longer-term impacts.

3. **Materiality & Prioritisation Check:** Evaluated each outcome against the principles of materiality (whether excluding it would misrepresent the story of change). This determined which outcomes were well-defined and significant enough to be included in the SROI analysis.

This process ensured that outcomes were systematically identified, clustered, and tested for materiality, forming the foundation for the Theory of Change described in Section 5.

Coding Framework

The initial coding framework was grounded in the Mana Taiohi principles, emphasising a strength-based, relational, and culturally responsive view of taiohi well-being. This framework guided both engagement and analysis, centring youth voice, identity, and development in interpreting outcomes, especially relational, cultural, and identity-based ones.

As coding progressed, Mana Taiohi-informed codes were refined and clustered into broader thematic outcome domains, hereby referred to as 'Areas of Change'

- **Building Trusted & Genuine Relationships:** safety, trust, connection, belonging
- **Increased Participation & Engagement:** programme engagement, role-modelling, community contribution
- **Personal Development & Behaviour Change:** emotional regulation, goal setting, self-confidence
- **Aspirations & Real World Actions:** re-engagement in learning, skill development, vocational direction

Data Collection and Analysis

Data was primarily collected through:

- In-depth qualitative interviews were conducted with taiohi, youth workers, founders, and community partners.
- Small group discussions where appropriate and safe to do so (e.g. groups where the taiohi selected who would join them, often whānau, partners or close friends who were also active participants at Rānui 135).
- Informal kōrero/talanoa. Rānui 135 generously welcomed our primary researcher to work based out of the Rānui 135 office from June to July 2025, and attend their Samoan Language Week community event. During this time, further insights were gathered through observation and kōrero. Hands for Impact are thankful for the manaakitanga extended to us by everyone at Rānui 135.

- Insights for taiohi under the age of 16, were derived from interviews with taiohi 16+ reflecting back on their experiences when they have been in the programme at the ages of 13-16. This forms a limitation of the analysis which is detailed further in Section 4.4.

Other Sources of Data

Additional data sources included:

- Programme documentation and delivery materials.
- Organisational reflections in their annual performance reports.
- Documentation detailing cultural frameworks underpinning Rānui 135's programmes.
- Previous evaluation reports that provided contextual understanding of Rānui 135's history and evolution, such as the evaluation conducted by Point Research Limited¹⁸.

4.4 Limitations & Future Considerations

Representatives of Stakeholders Under 16

Stakeholders under the age of 16 have not been included in interviews or to identify other stakeholder groups. This is on the basis of limited time allowed for parental consent and training for working with minors.

As a proxy, we have taken into consideration the reflective insights given by taiohi 16+ who were engaged with the programme at age 13-16 to identify outcomes for those below the age of 16, as well as the observational insights from youth workers engaged with taiohi between 13-16.

Future Recommendation: A future recommendation for this group would be to record youth worker observations for outcomes this group are experiencing and reflect annually on any shifts or changes.

¹⁸ Point Research Limited. (2017). *This is our story: Evaluation of the Rānui 135 Youth Agency 2016*. Retrieved from <https://www.point.co.nz/mahi/this-is-our-story-evaluation-of-the-ranui-135-youth-agency-2016>

5. Theory of Change & Outcomes

A **Theory of Change** is a clear, visual map that explains how an organisation's activities create meaningful outcomes for the people and communities it serves. It sets out the need or issue the organisation is responding to, who is involved, what activities take place, and how these activities lead to outcomes.

In SROI, the Theory of Change forms the foundation for identifying material outcomes, ensuring the analysis captures only those changes that are significant to stakeholders and critical to telling an accurate and fair story of impact.

The development of Rānui 135's Theory of Change was an interactive, participatory process led by Hands for Impact. The approach placed the voices and lived experiences of stakeholders at the centre, drawing on the one-on-one interviews, observations, and organisational knowledge to understand the real changes the taiohi experience over time.

The process began with a collaborative mapping process generating two ways of understanding the changes experienced by taiohi at Rānui 135:

Areas of Change - Four developmental areas that represent the nature of change/shifts taiohi may experience.

- This framing allowed us to recognise core areas in which change occurs, whilst also allowing space for how the outcomes experienced within those areas of change interact with and reinforce one another.
- These areas formed the foundational themes of the ToC (described in *Section 5.1 Areas of Change*).

Outcome Categories

- Thematic grouping of the types of change/outcomes that taiohi may experience, regardless of when they occur, or whether positive, negative, intended or unintended, but framed within the Areas of Change.
- These categories formed the qualitative analysis framework, with each category containing multiple potential outcomes identified from interviews and focus groups.

The Rānui 135 leadership team was engaged in refining and verifying the Theory of Change through three review cycles and with input from the Hands for Impact mentor.

The final Theory of Change was later validated by 13 taiohi participating in a follow up validation workshop across four focus groups.

Together, these two components (Areas of Change and Outcome Categories) provided the foundation for identifying enabling outcomes and the later-stage material outcomes tested in the SROI. The following sections outline these components in more detail and describe how they connect to form the full change journey.

5.1 Areas of Change

The outcomes experienced by youth involved with Rānui 135 can be understood as occurring within the four thematic areas considered in *Section 4.3 Qualitative Analysis Process*.

1. **Building Trusted & Genuine Relationships** – Youth build trust and comfort with Rānui 135 youth workers and youth. Practical needs are met in a way that upholds the mana of the youth, allowing the youth to feel genuine intention behind the support given.
2. **Increased Participation & Engagement** – Once trust is established, youth voluntarily choose to spend their time at Rānui 135 engaging in programmes and activities, or simply spending time with others. This leads to stronger connections, growing confidence, and new life experiences.
3. **Personal Development & Behaviour Change** – As youth continue to engage, they experience mental and emotional shifts, which in turn are reflected in their behaviour. These are shifts in how they feel, how they perceive themselves, and how they relate to others.
4. **Aspirations & Real World Actions** – With sustained support, youth apply their growth in tangible ways, taking on leadership roles, entering employment, entrepreneurship, training or study, expressing identity, and giving back to others.

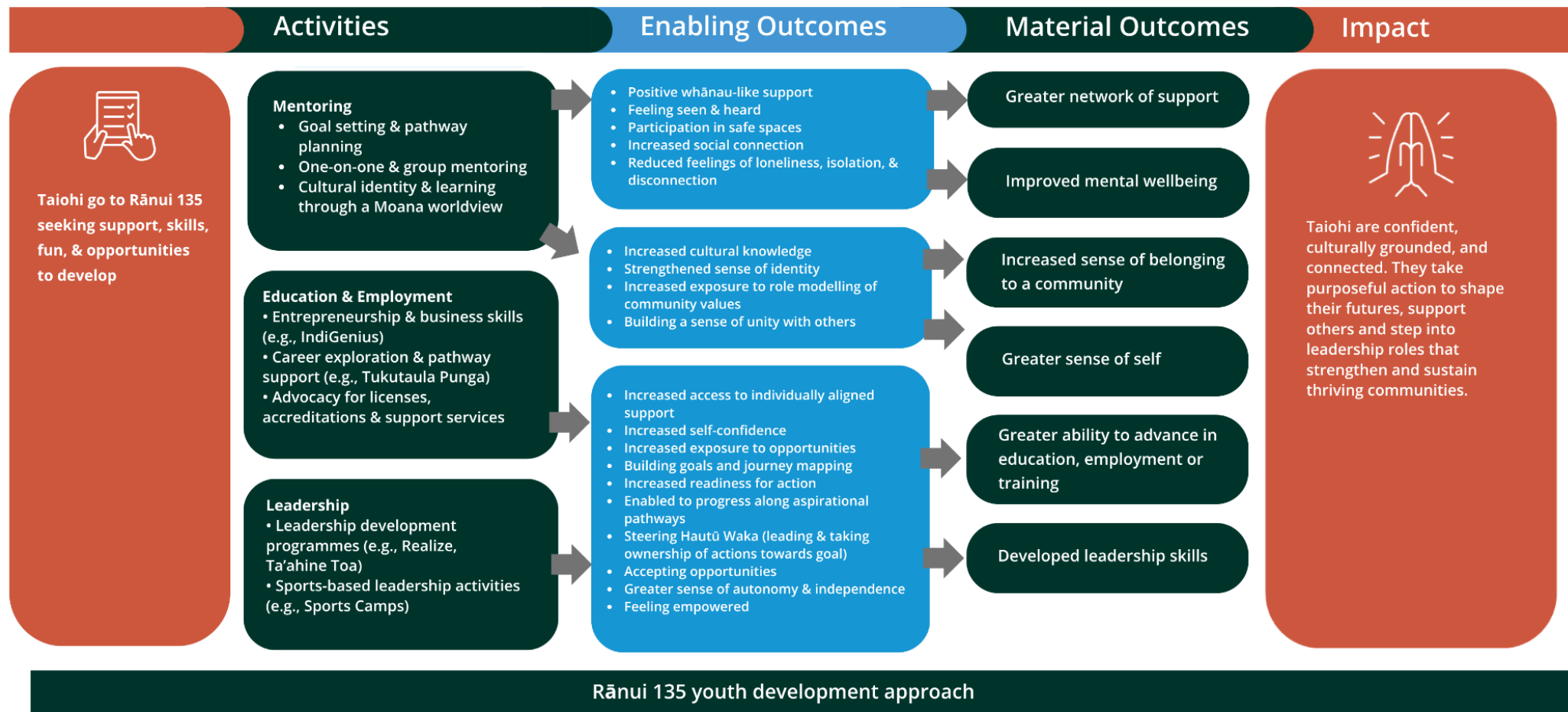
These areas of change form the developmental phases through which all material outcomes are experienced, and this journey is underpinned by Rānui 135's deeply relational youth development delivery approach discussed in Section 2.2, which creates the scaffolding to support these shifts.

The above process generated a base qualitative analysis framework from which Hands for Impact was able to then consider possible outcomes and code qualitative insights.

The change process for taiohi at Rānui 135 unfolds as an interwoven journey, with changes that build upon, reinforce and connect to one another.

Section 5.2 Determining Material Outcomes describes each outcome along that journey and categorises it as an Enabling, or Material outcome. Section 5.3 Youth Outcomes defines what the outcome means, how it is expressed and outlines the chain of events that lead to its realisation. A visual of this is depicted in the following 'Figure 1. Rānui 135 Theory of Change'.

RĀNUI 135 THEORY OF CHANGE



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Figure 1. Rānui 135 Theory of Change

5.2 Determining Material Outcomes

This section outlines which outcomes were included in the analysis and why. Guided by the principle of materiality, only outcomes that are significant to stakeholders are counted. Materiality is assessed by asking whether excluding an outcome would change how taiohi, funders, partners, or managers understand the impact, whether stakeholders identified it as meaningful, and whether it could influence future support.

Materiality was assessed using a dual test of relevance and significance, supported by the “So What?” test:

- **Relevance:** Outcomes that matter to stakeholders, especially taiohi, as evidenced in focus groups, interviews, and programme data.
- **Significance:** Outcomes that are substantial in scale or duration, with enduring value or the potential to influence decisions.
- **“So What?” test:** Outcomes were tested for whether they led to meaningful, lasting change. If not, or if they primarily acted as stepping stones, they were treated as enabling outcomes rather than valued directly.

Hands for Impact distinguishes between two categories:

- **Enabling Outcomes (Precursors):** Early-stage or foundational changes that create conditions for later outcomes but are not valued to avoid double-counting.
- **Well-Defined, Material Outcomes:** Later-stage, substantive changes that can be evidenced, monetised, and directly linked to stakeholder input.

The enabling outcomes were incorporated into the Theory of Change and the causal chain narrative, explaining how material outcomes occur. Material outcomes were carried forward into the valuation, supported by indicators, evidence, and financial proxies.

Enabling Outcomes

These outcomes are important to the causal chain, but are *enablers* rather than endpoints for valuation, the below table describes why each outcome is categorised as an enabling outcome.

Table 6. Enabling outcome considerations for categorisation

Enabling Outcome	Notes on Categorisation
Positive Whānau-like Support	Early trust and relationship-building, sets the tone for deeper change.

Feeling Seen & Heard	Signals safety and acceptance; precursor to confidence and engagement.
Participation in Safe Spaces	An activity/output-level indicator that supports relationship-building and engagement.
Increased Cultural Knowledge and Identity	Early cultural grounding that may contribute to later empowerment or community outcomes.
Building a Sense of Unity with Others	Empathy, understanding and care for others created through learning about others, group programmes and role-modelling of positive values. The resulting effect is a greater sense of self and sense of belonging.
Increased Social Connection	Precursor to greater network of support and improved mental wellbeing.
Increased Access to Individually Aligned Support	An enabling outcome reflecting Rānui 135's holistic approach to supporting taiohi which supports the young person's progression along their aspirational pathway.
Building Goals & Journey Mapping	A skill taiohi learn which enables the taiohi to take ownership of their path, celebrating success along the journey and reflecting back to find improvements and changes for the journey ahead. :
Increased Exposure to Opportunities	Activity-driven; pathway to empowerment or aspirations.

Well-Defined, Material Outcomes

These are later-stage, substantive changes with evidence from youth voices, relevant scale, and alignment with organisational goals. The enabling factors outlined above feed into the following material outcomes (described in detail in Section 5.3) that were assessed in this study. The material outcomes are:

- 1. Greater network of support:** Taiohi build strong long-lasting relationships that provide consistent positive support navigating through life.
- 2. Improved mental wellbeing:** Taiohi experience improved mental wellbeing through reduced feelings of loneliness, isolation or overwhelm.

3. **Increased sense of belonging to a community:** Community connection developed through engagement in positive safe spaces, sharing of knowledge and positive values.
4. **Greater sense of self:** Taiohi develop a strong sense of identity and purpose linked to their values. They have clarity on how they want to show up in the world and impact others.
5. **Greater ability to advance in education, work or training:** Taiohi have the tools, support, confidence and agency to progress along their aspirational pathways.
6. **Developed leadership skills:** Taiohi develop their ability to work well with others, navigate differences, overcome fear, and meaningfully participate.

See Section 7 for the rationale and evidence for each outcome that has been selected from the chain to be tested for materiality.

Participant Verification

In considering which outcomes could be material following the qualitative interviews, further, interviews were held with three taiohi to reflect on which outcomes were most impactful in their lives, how they would order those outcomes by importance, and which they felt would have the longest impact on them. This was later tested with an additional 13 taiohi via focus groups where taiohi answered the Outcome Survey (see Appendix G).

5.3 Taiohi Outcomes

This section describes the material (well-defined) outcomes identified for taiohi in this SROI analysis and the Change Pathway (chain of events) that lead to that material outcome.

Establishing the chain of events was a two-fold process, first individual chains were recorded against outcomes shared by individual taiohi, secondly outcomes expressed were grouped by length of engagement the taiohi had and where in their journey the outcome appeared. Commonalities across both causal chain checkpoints were then brought forward to identify an overarching causal chain relevant to that outcome, this was then verified with the organisation.

Mentorship and Relational Connection

The outcomes 'Greater network of support' and 'improved mental wellbeing' are separate end outcomes that stem from the pathway that is focused on building relational strength, and meaningful connection. A greater network of support reflects an improvement in social wellbeing, while 'improved mental health' reflects a change in mental and emotional wellbeing.

This journey can be understood as occurring through a linear pathway as outlined in the figure below.

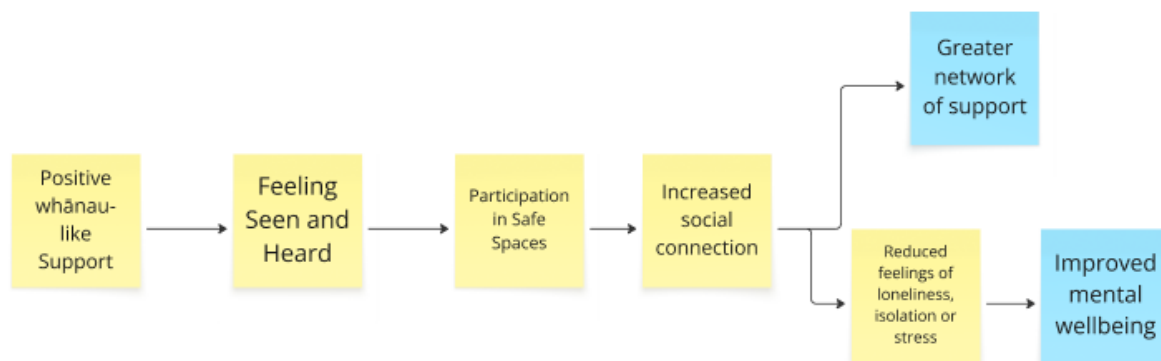


Figure 2. Pathway to change - Greater network of support. Improved mental wellbeing.

Positive Whānau-like Support: When asked what it was like first coming to Rānui 135, taiohi describe the environment as feeling welcoming and supportive, describing the comfort they have with their youth workers as one they have with their youth workers as one that feels like friends and family.

“Got comfortable real quick... he was like talking to me like he was one of my mates.” Taiohi tāne, 20

“I love [Youth Worker 1] He’s like a kind of a best friend to me. [Youth Worker 2] is like a mum” - Taiohi tāne, 18

Youth workers recognise the importance of providing that space for taiohi in a way that is comfortable for them.

“It’s not school or home... but it’s one they feel the same amount of comfort being in.” - Youth Worker

Similarly, the youth workers apply an individualised approach to offering support and guidance to taiohi, so the taiohi can receive support in the way that works best for them.

“Just because I learn like this... doesn’t mean the girls want to do this.” - Youth worker

Feeling Seen & Heard: This approach allows taiohi to feel heard and supported, making the taiohi more comfortable expressing themselves and further building trusted relationships.

“I felt heard.” - Taiohi wāhine, 16

“Everyone is open ears” - Taiohi tāne, 17

Participation in safe spaces: This manaakitanga allows taiohi to feel safe participating in activities, knowing they are entering a space where their presence is valued. The taiohi builds trust and a positive relationship with their youth worker.

“Rānui 135 has had a massive helping hand in creating safe spaces for me to express myself.” - Taiohi wāhine, 17

Increased social connection: The safe environment allows the taiohi to more freely participate at Rānui 135, which enables them to build engaging friendships with peers, as well as trusted relationships with youth workers.

“I feel like the group made us all closer. To be honest, I would have never thought of being friends with them [all laugh]. Before the group, I didn’t even know them, but then when we got together, it made us closer, and we all started hanging out” - Taiohi wāhine, 16

Material Outcome 1: Greater network of support

For some Taiohi, they describe these connections as long lasting and as a place they can always return to when in need of support. A greater network of support occurs as a result of the increase in positive and supportive relationships in the world of the taiohi.

“Met a lot of people, made friends with them.” - Taiohi tāne, 16

“I was able to build more connections with those that were here before me and also those that are still new to the Ranui 135” - Taiohi wāhine 21

“I’ve made many friendships and have learnt a lot of life skills through them. They keep me grounded and I can always count on them.” - Taiohi wāhine, 26

Material Outcome 2: Improved mental wellbeing

Taiohi describe mental health improvements occurring as a result of the mentoring, care and social connections formed at Rānui 135.

“The thing I noticed about here, they care for your mental health as well. So like, not only do they help people with work but they talk to you to see how you are.” Taiohi tāne, 18

Some taiohi reflect on changes in their behaviour, shifting from spending their time isolated at home, to instead choosing to spend time with the friends they’ve made at Rānui 135 or participating in activities that bring them joy.

“as I started to get to know everybody I was like oh yeah this is pretty fun, yeah? So I jumped on the bandwagon. Came in more and more.” Taiohi tāne, 16

“So my mom introduced me to this place so I could get out of the house. Yeah, I was always cooped up... There were a few comments from my family members... ‘Oh, he’s finally going out.’” - Taiohi tāne, 17

Other taiohi describe being in a state of stress and overwhelm prior to connecting with Rānui 135, but finding relief in being listened to, encouraged and supported through challenges.

“I used to feel so lost... but now that I see organisations, especially like this one... it’s very encouraging.” - Taiohi wāhine, 20

Community and Purpose

The outcomes ‘increased sense of belonging to a community’ and ‘greater sense of self’ are separate outcomes that stem from Rānui 135’s focus on delivering mentorship and role-modelling values in culturally safe and supportive environments. The programmes and approaches referenced below aim to support the taiohi to find community, express identity, define their values and align their drive to a purpose.

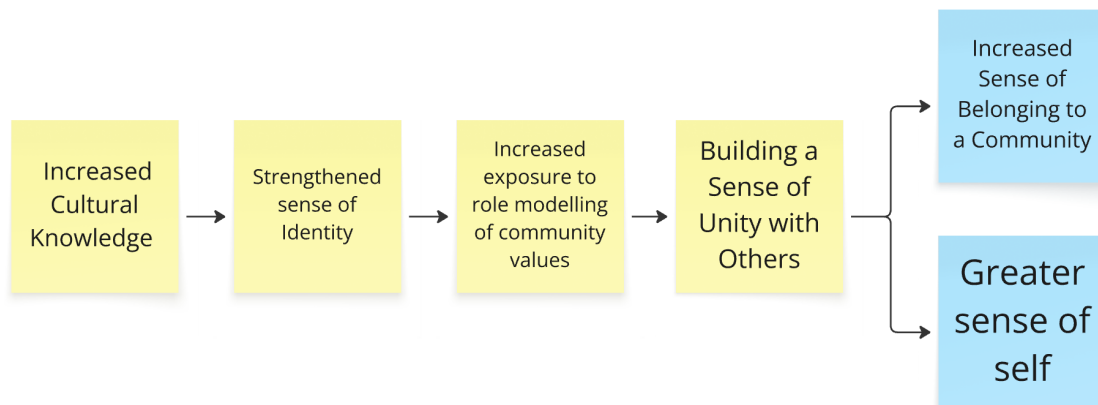


Figure 3. Pathway to change - Increased sense of belonging to a community. Greater sense of self.

Material Outcome 3: Increased sense of belonging to a community

Group activities like Ta’ahine Toa, or Realize provide a guided exploration of different cultures throughout the Pacific which allow taiohi to come together over a shared safe space, and connect through shared practices, building a sense of understanding of one another through learning about different cultures.

“Our focus is on how we provide space for young people. Underlying the whole premise of this programme is “moana worldview”; again, it is about embracing the ancestral connection. We had speakers that connected us in the room through history, such as Dr Sonny Natanielu who spoke about Pacific navigation and what that connection looks like from a historical perspective” - Youth Worker

One youth worker reflected on a moment of whanaungatanga, built whilst teaching her youth group about weaving. The environment allowed a taiohi wāhine who normally appeared shy and reserved, to feel comfortable sharing stories about her life.

“She felt comfortable telling us all this from making and weaving. That’s our history, that was what our ancestors did. We would sing, we would dance, and we would talk. Weaving and being able to make connections.” - Youth Worker

Another taiohi described their engagement at Rānui 135 as the first time they had felt connected to their community.

“This is my first time being connected to my community and really helped on building my confidence and not shying away from things.” - Taiohi wāhine, 18

Material Outcome 4: Greater sense of self

Rānui 135's Tuakana/Teina mentorship approach, safe culturally affirming wānanga style learning environments, and kōrero/talanoa based activities all support strengthening the sense of self of the taiohi, through developing their identity, role-modelling positive values and finding purpose.

Taiohi begin to see youth workers as role-models of how the taiohi themselves would like to show up in the world and the impact they have on others.

"The more they come to us, the more we see their job [youth work] as, like, a fun thing. I kind of want to be what they are. It's not being a teacher where you just got a lot of kids, you're there to talk with them, help them. Their job [youth work] looks nice." - Taiohi tāne, 16

"They emphasised the importance of purpose within ourselves. - Taiohi tāne, 24"

Some taiohi see their involvement in the programmes and activities at Rānui 135 as an opportunity to express values of reciprocity, "giving back" by running stalls at community events, helping plan and organise youth nights, mentoring younger participants, or role-modelling manaakitanga in everyday life. Taiohi describe a sense of value and purpose when they get to have these experiences.

"They also get us involved in, like, art and so many things, it's just a good experience for us. We learn how to serve people, like the community. For youth night, it was kind of like a little Rānui carnival, it was so fun, selling like slushies." - Taiohi wāhine, 16

"The cultural weeks, still like to be a part of it and just give back to the community, which is nice" - Taiohi tāne, 17

"I am grateful to the team at Rānui 135. Being born and raised in Rānui and knowing they are still here and showing up for the community truly is a testament to just how much they are needed in this space." - Taiohi wāhine, 26 (actively engaged with Rānui from age 13).

Education, Work and Leadership

The outcomes 'Greater ability to advance in education, work or training' and 'developed leadership skills' are specific end points of the pathway that is focused on supporting the agency and aspirations of the taiohi. This journey can be understood as occurring through a linear pathway as outlined in the figure below.

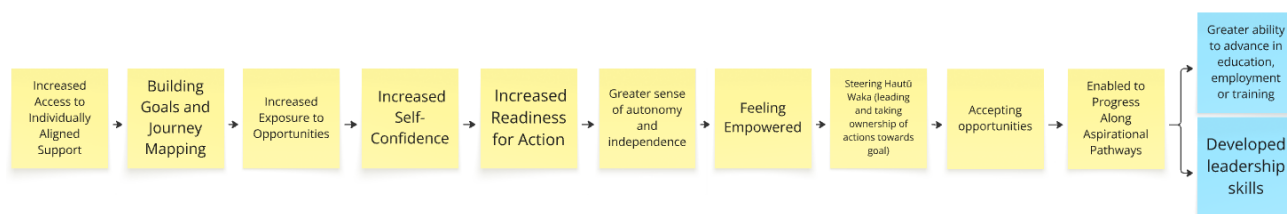


Figure 4. Linear pathway to change - Greater ability to advance in education, work or training. Developed leadership skills

When viewed from a holistic lens, the journey can be understood as occurring over two circular phases of development, aligned with Rānui 135's application of the Hautū Waka journey mapping framework. The first phase centres around supporting the foundations of the journey, building up the self-confidence of the taiohi and teaching them to apply goal and planning practises to support their aspirations. This increase in self-confidence addresses barriers that the taiohi describe as preventing them from progressing, such as fear, anxiety and overwhelm.

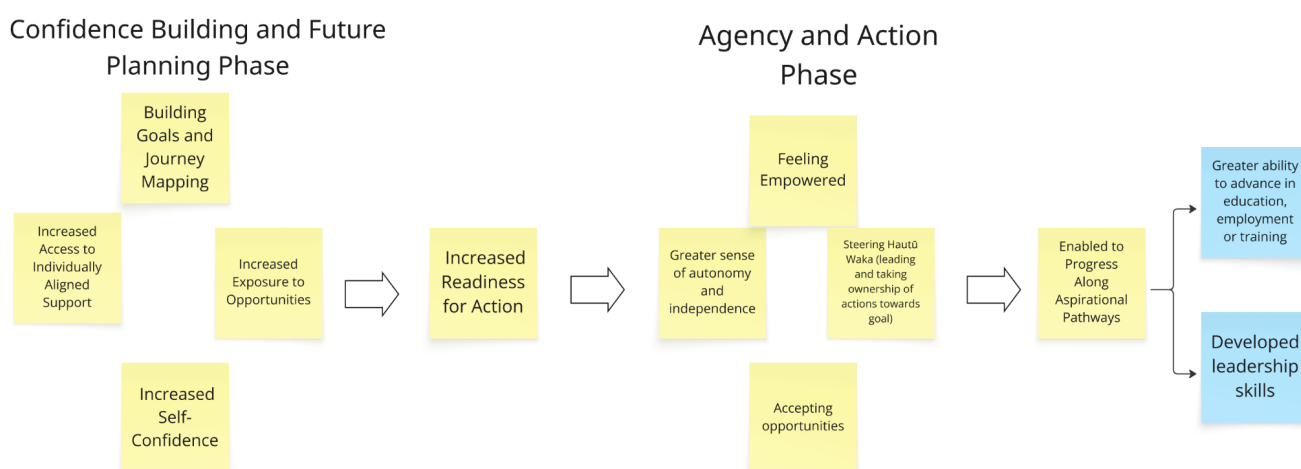


Figure 5. Hautū Waka pathway to change - Greater ability to advance in education, work or training. Developed leadership skills.

The second phase reflects shifts in feelings and behaviours expressed by taiohi resulting from their sense of Whai Wāhitanga, empowerment, autonomy and independence. This part of the journey reflects taiohi taking ownership of their plans through action.

Access to Individually Aligned Support, Building Goals and Journey Mapping: An important way Rānui 135 helps support this change is to work with each taiohi individually, to gain a clear picture of what aspirations the taiohi might have. This allows the youth worker to provide support aligned to the individual goals of that taiohi.

The taiohi begins planning their goals and mapping their journey utilising tools such as the Hautū Waka model to continuously reflect upon and update their plan as they progress.

"I have been able to experience new situations and introduced in new spaces that have helped grow, expand my thinking and goals." - Taiohi wāhine, 21

Increased Exposure to Opportunities: Programmes such as Tukutaula Punga increase access and exposure to opportunities, as the organisation hosts guest speakers, transports taiohi to career expo's, assists youth with work experience opportunities. This builds the awareness the taiohi has of possible aspirational pathways they may want to follow, and feeds back into their Hautū Waka goal planning and journey mapping.

"My sister and I were able to have the opportunity to earn money by creating and producing and selling our products. We gained skills like being able to create a design digitally and using a heat press to press the logo into the shirt." - Taiohi wāhine, 21

Confidence and Readiness for Action: As the taiohi make progress towards their goals they begin to build their self-confidence, Some taiohi express this as a strengthened belief in their ability.

"The mentors at the Rānui 135, gave me confidence and support by believing in me. - Taiohi wāhine, 17

"Makes me feel more confident with school work." - Taiohi tāne, 16

"It's made me more confident in seeking support, and it's made me, like, more confident in achieving things in my life..." - Taiohi wāhine, 20

Other youth describe this as overcoming shyness or fears that they felt were previously holding them back.

"He kind of like, pushed me through to have confidence more, and explain everything so I wouldn't be scared to be able to be shy." - Taiohi tāne, 17

Another way the taiohi describe this confidence being reinforced, is through the way the youth worker encourages and supports the taiohi, their focus is on celebrating the attempt, and being unwavering in their belief that the taiohi has what it takes to get to where they want to go.

Autonomy, Empowerment, Opportunity and Aspiration: This confidence, coupled with the support and encouragement provided by the youth worker, leads the taiohi to feel empowered, ready to make decisions and take action. They report clarity around what they want, a greater sense of control over their path, and confidence in their ability to get there. There is a marked shift towards autonomy, because self-belief and capability are strengthened.

"They've given us the platform. Now we run with it." - Taiohi tāne, 22

"I'm trying to create something for myself first, and if fails, then I've got options." - Taiohi tāne, 18

Practical achievements, from gaining a driver's licence to securing a part-time job, reinforce self-belief. These milestones signal progress and demonstrate that aspirations are within reach. For some, the path leads to university or vocational training; for others, it's building a business, taking on community leadership, or pursuing a trade.

"I'm at uni right now... maybe I'll be in the direction of starting my own business." - Taiohi tāne, 18

At this point taiohi feel they have the means, the knowledge, and the support to shape their own future.

Outcome 5: Greater ability to advance in education, work or training

Youth workers support taiohi to experience practical achievements and develop skills that will support taiohi to advance in their education, work and training pathways. Gaining a driver's licence or securing a part-time job provide encouraging moments for taiohi, further enhancing their self-confidence, and giving them a greater sense of independence and autonomy as they see the positive results of their efforts.

"Last year, I was fortunate to get my defensive driver's license, they were very helpful, very caring." - Taiohi tāne 18

"Housing, license, job, course. Everything that I've got now, was on the list back then." - Taiohi tāne, 17

"I'm at uni right now... maybe I'll be in the direction of starting my own business." - Taiohi tāne, 18

"My sister and I were able to have the opportunity to earn money by creating and producing and selling our products. We gained skills like being able to create a design digitally and using a heat press to press the logo into the shirt." - Taiohi wahine, 21

Outcome 6: Developed leadership skills

Leadership development is a core element of Rānui 135's approach which is woven throughout their programmes. Realize focuses on civic leadership, and Ta'ahine Toa shares stories of female leadership in the Pacific. Sports camps and youth weeks give taiohi the opportunity to step into leadership roles and practise this skill in a safe and supported space.

Taiohi described building leadership skills through helping others, and understanding how to navigate differences when working with others.

They also described opportunities to exercise leadership through participation in the design and delivery of aspects of the programmes they are in, or events Rānui 135 is hosting.

"Sometimes they asked me to facilitate some of the things... it was really like, eye opening." Taiohi tāne - 18

"It was a cool experience, because it was my first time leading the youngins as well." - Taiohi tāne 18

One taiohi who had been engaged with Rānui 135 for 5 years, shared how before they came to Rānui 135 they initially missed out on leadership opportunities with their school because fear of public speaking had prevented them from putting themselves forward. They attributed their success today as a sports captain to the confidence and leadership skills they had built over the years with Rānui 135.

"When I was in intermediate, I was still a bit shy, because I could have been the head boy for school, but I didn't want to, like, say a speech, because I was too shy. But then, yeah, guess times have changed. I'm prefect now at school and in charge of sports... and that was when I was, like, still with these guys, so yeah that is good, just good, like, leadership skills." - Taiohi tāne, 17

Ultimately, taiohi grow and develop into leaders who actively contribute to the well-being of their communities. They are supported by strong, positive networks and relationships, and carry the self-confidence, agency, and resilience needed to shape their destiny and future success.

6. Inputs & Outputs

This section details the investment (inputs) required to deliver the programme and the tangible results (outputs) that came from those activities. Inputs refer to all resources used, such as funding, staffing, and in-kind contributions. Outputs are the direct, countable results of those activities, such as the services delivered, sessions run, and people reached.

6.1 Description of Inputs

In SROI, inputs are the resources invested to deliver activities. Identifying and valuing inputs ensures that the final SROI ratio reflects a fair comparison between what is invested and the value created. There are different types of inputs that can be broadly categorised into the following groups:

- **Cash Investment:** Direct funding such as contracts, grants, and donations. Note all funding is pooled to cover the cost of staff and delivery, therefore the funding allocation is reflected in the input value calculated below.
- **Staff Time:** Paid staff delivering mentoring, workshops, and wraparound support.
- **Volunteer Time:** Unpaid contributions of time from community members or mentors.
- **Programme Delivery Costs & Operational Expenses:** e.g. Activity materials, Rent for facilities – use of office space, youth hubs, or venues

To quantify the inputs, Hands for Impact drew on two key sources: (1) Rānui 135's financial reports available through the Charities Services Register¹⁹, and (2) consultations with the organisation's operational team. We also took into consideration non-financial investments made by stakeholders. These discussions provided additional context about how funding, staffing, and in-kind contributions are allocated across the specific activities within the scope of this SROI analysis.

The draft inputs were then reviewed and verified with the Rānui 135 team to ensure the information was accurate, relevant, and reflective of the actual resources invested into the youth development services assessed.

¹⁹ Charities Services. *Charities Register: Rānui 135 Youth Trust*. Retrieved from <https://register.charities.govt.nz/CharitiesRegister/Search>

The main sources of funding come from a mixture of government funding, council support and philanthropic donations, which are pooled together to cover the cost of delivery, including youth worker salaries. Only inputs directly attributable to the activities within the agreed scope are included. Shared or overhead costs (e.g., administration, facilities) were apportioned proportionally to reflect time or costs associated with our subject cohort. This is summarised below.

Table 7. Inputs Summary

Type	Description	Annual Value (\$)	Notes
Staff Costs	Youth Workers: 5 Full Time Average \$70,000 per role	\$350,000	Full time resource advised by the organisation would be required for the subject cohort of 13-18.
	Operations & Administration: 1 Team Lead, 1 Finance Officer, 1 Administrator Average \$75,000 per role	\$67,500	Assuming 30% of their time is dedicated to the subject cohort of taiohi aged 13-18.
Programme Delivery Costs	Costs for mentoring, education, work, and leadership programmes (e.g., IndiGenius, Tukutaula Punga, Sports Camp)	\$77,526	These are the programmes listed in <i>Section 6.2 Description of Outputs</i> .
Operational Expenses	Shared organisational costs (e.g., accounting, insurance, IT, rent, vehicles/transport, mobile, internet, subscriptions)	\$59,860	Apportioned across youth cohort. See Appendix E breakdown.
In-Kind Contribution	7 Volunteers contributing 120 hours	\$3,000	The hourly value of the volunteer hours

	in total per year, valued at \$25 per hour (as per Volunteering NZ figures ²⁰)		is based on the figures provided by Volunteer NZ detailing the annual value of volunteering to NZ of \$4 Billion per annum, contributed over 159 million hours each year.
Total Annual Inputs		\$557,886	
Total 5-Year Inputs		\$2,789,430	

Inputs Not Valued

The main stakeholder group for this analysis (taiohi) contribute their time to Rānui 135, taking part in activities, events, and spending leisure time there. We have considered this from the perspective of a potential opportunity cost, but have not included this input in the value map, as participation is voluntary, and we found no evidence of material foregone earnings or study time.

6.2 Description of Outputs

Activities refer to what the organisation did with those inputs, the delivery mechanisms used to support taiohi and their whānau. Outputs are the measurable results of those activities. These can include the number of events held, one-on-one support hours, or participation rates.

Funders provide financial resources, and the organisation provides knowledge and human resources. Ultimately, this enables the organisation to deliver its services, as outlined in Table 9, thereby achieving the material outcomes detailed in *Section 5.2. Determining Material Outcomes*. Please note that the output numbers in Table 9 reflect taiohi participation, which can be across multiple programmes. Hands for Impact have only included the estimated number of participants that are within the subject cohort of 13-18, but the programmes support a wider range of ages which is outlined in the 'Description and Age Range Served' column.

²⁰ Volunteering NZ. (n.d.). *Volunteering statistics: Formal volunteering value and hours*. Estimated using formal volunteering data (~159 million hours/year valued at \$4 billion)

The 'Number of Youth Between 13-18 Attending' has been verified by the organisation.

Table 8. Summary of activities and outputs

Activity	Description and Age Range Served	Number of Youth Between 13-18 Attending
Mentoring	One-on-One Mentoring: In school mentoring sessions. Age Range Served: 13-18	20
	Boys Mentoring / Mates Way: School-based male leadership group. Age Range Served: 8-13	10
	Girls Mentoring: School-based mentoring. Age Range Served: 13-18	80
Education & Work	IndiGenius: Intensive entrepreneurship programme and market activities. Age Range Served: 13-24	5
	Tukutaula Punga: Pathways into employment, training or education delivered through a cultural lens. Age Range Served: 15-25	55
Leadership	Ta'ahine Toa: School-based female leadership group through a cultural lens. Age Range Served: 10-18	55
	Sports Camp: Leadership development through sports, offered three times a year. Age Range Served: 13-24	36
	Realize: Civic leadership group, storytelling, events. Age Range Served: 13-24	18

7. Measuring Change / Outcomes

The section also explains how outcomes were measured, including the data or indicators used, how many people experienced change, its scale and duration, and the rationale for inclusion or exclusion, ensuring the impact story is transparent, accurate, and credible.

7.1 Evidencing Outcomes

The purpose of this stage is to demonstrate how material outcomes identified in the Theory of Change are evidenced and validated. In SROI, indicators are used to show whether an outcome has happened, i.e., a “sign” or “signal” of change that can be observed, measured, or reported. Indicators can be objective (numbers, percentages) or subjective (self-reported experiences, observations). A good indicator is closely linked to the outcome it represents and is meaningful to the stakeholder.

Quantity: In this analysis, the quantity of taiohi experiencing each outcome was derived from the answers to the Outcomes Survey outlined in Appendix G. All taiohi surveyed reported experiencing change across each of the indicators related to the material outcomes, however because we could only conduct surveys with 13 out of the total 120 taiohi, there is a risk of over-claiming the quantity experiencing a change. To strengthen the accuracy of representation, future evaluations should triangulate with survey data of the whole cohort or longitudinal data, this forms a limitation of the report which is detailed in Section 7.2 and tested within the sensitivity analysis.

Depth: The depth % represents the percentage of value achieved per outcome experienced by taiohi, calculated using the ratings scale below, which allows the outcome to be expressed as a weighted average score (see Section 9.5 Depth). The weighted average was then converted into a percentage of the maximum possible score to show the intensity of the change. Noting that all taiohi surveyed answered that a change had happened, we have applied the weighted depth % to the financial proxy representative of the full value of the outcome so as not to overclaim.

Ratings scale:

- 1 = No change – Nothing has really changed for me.
- 2 = A little change – A small difference, but not much.
- 3 = Some change – I’ve noticed improvements, but not in every area.
- 4 = Quite a lot of change – Things have improved a lot for me.
- 5 = A very big change – Things are totally different in a really positive way.

Indicator selection: In accordance with SROI Principle 2: Understand What Changes, the indicators selected for each material outcome in this analysis enable the measurement of both whether the outcome has occurred and by how much. The findings have been validated through direct stakeholder engagement in alignment with SROI Principle 1. The below table provides the breakdown of indicators related to the material outcomes and the outcomes survey data that measures the changes experienced by taiohi.

Table 9. Material outcomes, rationale, indicators, quantity and depth

Material Outcome - Taiohi	Rationale	Outcome Survey Indicator	Quantity (no. youth experiencing change) and Depth (degree of change)
Greater network of support	Taiohi confirmed that this was a result of finding supportive and positive relationships with people at Rānui 135. <i>"I feel like the group made us all closer. To be honest, I would have never thought of being friends with them [all laugh]. Before the group, I didn't even know them, but then when we got together it made us closer, and we all started hanging out"</i> Taiohi who had been at Rānui 135 were also demonstrating the impact of this greater network of support as they reflected on the ways these relationships had helped them at times. <i>"Developed genuine and solid relationships, with each of the RAP 135 team."</i> Qualitative reflections highlighted that friendships and the relationship with the youth worker were key elements, providing a safety net for taiohi. The taiohi placed a strong emphasis on the value of those relationships.	% of taiohi who stated they have developed relationships with others that feel positive and supportive. Source: Outcomes Survey	Quantity: n = 120 Depth: 95% (Refer to the depth calculations for the exact proportions)
Improved mental wellbeing	Representing Taha Hinengaro, one of the four core dimensions of wellbeing as outlined in Te Whare Tapa Whā - improved mental wellbeing is material because the nature of the change is significant, representing a shift in the way the taiohi feels about themselves, their environment,	% of youth who describe feeling cared for, seen, and heard. Source: Outcomes Survey	Quantity: n = 120 Depth: 91% (Refer to the depth calculations for the exact

	their relationships and their aspirations. Taiohi reflected on feeling less socially isolated, and reducing stress and overwhelm. This outcome was also mentioned repeatedly by taiohi during the qualitative interviews and in comments left in the outcomes survey. The outcome aligns with Rānui 135's vision & mission objective to "provide environments that are engaging and allow expression." In serving this objective they create a space where taiohi feel safe participating, enabling them to feel cared for, seen and heard. <i>"Rānui 135 has had a massive helping hand in creating safe spaces for me to express myself."</i> <i>"Each of the staff/mentors, just from observing, had holistic approaches to everyone, allowing everyone to express themselves."</i>		proportions)
Increased sense of belonging to a community	Our findings through kōrero: 12 out of 19 taiohi spoken to during the qualitative interviews self-reported feeling part of a community and value contributing to that community. Our findings through the Outcome Survey: 100% of taiohi engaged reported high change (scores of 4–5) for feeling more connected to and part of Rānui 135. <i>"I am grateful to the team at Rānui 135. Being born and raised in Rānui and knowing they are still here and showing up for the community truly is a testament to just how much they are needed in this space."</i> Organisation validation: Youth workers validated this through examples of taiohi contributing to the community through participating in community centred events and activities, as well as through role-modelling the values of whanaungatanga and manaakitanga.	% of taiohi who described viewing Rānui 135 as their community. Source: Outcomes Survey	Quantity: n = 120 Depth: 94% (Refer to the depth calculations for the exact proportions)

Greater sense of self	This outcome is material as it represents the end point of the causal journey centred around the development of the young person's identity and is a core aim of the organisation. Through kōrero, taiohi frequently described how they want to show up in the world, strong acknowledgement of their impact on others, and the importance of purpose. <i>"Emphasised the importance of purpose within ourselves."</i> <i>"Sometimes just like to be a good person and stuff, like how they are just like, be kind to everyone and stuff, and just don't, like, be afraid to try new things"</i> <i>"Wanting to give back to the community by helping organise or set up events. "</i>	% of taiohi who described feeling connected to the wider Rānui community. Source: Outcomes Survey % of taiohi who described feeling a stronger desire to give back or contribute to my community. Source: Outcomes Survey	Quantity: n = 120 Depth: 84% (Refer to the depth calculations for the exact proportions)
Greater ability to advance in education, work or training	Developing a greater ability to advance in education, work or training is a material outcome as it represents tangible progress towards future economic stability, higher learning educational achievement and securing meaningful careers aligned with their own unique aspirations. Taiohi often reflected their outcome through comments on educational or work related goals they were being supported by Rānui 135 to achieve and where they were at in their journey. For some that led to getting the employment opportunities they had targeted, for others they had a clear goal of pursuing higher learning or one-day managing their own business. <i>"I have been able to experience new situations and introduced in new spaces that have helped grow, expand my thinking and goals."</i>	% of youth who describe feeling more motivated to or ready to pursue education, training or employment pathways. Source: Outcomes Survey % of youth who report making progress towards important milestones. Source: Outcomes Survey	Quantity: n = 120 Depth: 90% (Refer to the depth calculations for the exact proportions)

Developed leadership skills	This outcome is material as it reflects significant internal growth for the taiohi stemming from building confidence, and developing independence. Taiohi at this point are actively applying what they have learned to inform their future direction. <i>"Definitely through sports and RAP 135 in how they manage everyone (regardless of background, skills etc.), gave me a visual cue of navigating differences whilst maintaining composure."</i> Taiohi become leaders in their own journey, taking ownership of their actions towards their goals. <i>"I have become more confident in my creative outlets from being involved in Indigenius and confidence in myself."</i> Youth workers observed taiohi following a participant to leader pathway, demonstrating leadership at team events through coaching, supporting planning and set up.	% of youth who report feeling more able to show leadership. Source: Outcomes Survey % of taiohi who described feeling more confident in themselves and what they can do. Source: Outcomes Survey	Quantity: n = 120 Depth: 90% (Refer to the depth calculations for the exact proportions)
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7.2 Limitations & Future Considerations

We acknowledge that our sample size for the Outcomes Validation Survey is small at 13 taiohi, and that without a quantitative survey of the broader taiohi population, the analysis cannot claim statistical representation of all taiohi engaged with Rānui 135. Instead, Outcomes Validation Survey findings are presented transparently as indicative evidence grounded in qualitative data, and compared against the past evaluation conducted by Point Research.

Three key rationales went into the decision not to survey the youth.

1. **Over-surveyed Demographic Sensitivity:** As described in *Section 4.2 Stakeholder Engagement*, Māori and Pasifika young people are over-surveyed. As the taiohi attending Rānui 135 are predominantly Māori and Pacific Peoples, Hands for Impact opted not to request all young people from the in scope stakeholder group answer a survey for this forecast analysis. This was further supported by the organisation, which also advised that the young people do not respond well to surveys, and that they choose to gather feedback through kōrero as the taiohi find this more engaging and provide richer insight into their experiences when describing it verbally.
2. **Recognising Culturally Aligned Research Methodology:** As described in *Section 4.2 Stakeholder Engagement*, Māori and Pasifika research practices emphasise the value and cultural alignment of conversations over survey responses.
3. **Time Constraints & Low Response Rates:** Due to limited time constraints, if a survey were to be issued, we anticipated an administrative time burden on the organisation as well as a high likelihood of a low response rate from the youth due to the oversurveying factor mentioned above.

Future Recommendation: Indicator and outcome tracking could be embedded into Rānui 135's existing systems and processes. This would allow youth workers to record the data as they observe and hear it from the youth. Targeted questions aligning with the indicators could also be added to the already existing feedback gathering methods such as the youth vlogs, the answers could then be added to the embedded data tracking system. This would prevent the need for excessive surveying whilst still capturing a starting baseline, and the data related to change over time. This would support the organisation's ability to evidence the quantity of youth experiencing the outcomes.

8. Valuing Change / Outcomes

In SROI, valuation (sometimes called monetisation) is the process of assigning a financial proxy, a dollar value, to outcomes that do not have a market price. The purpose of valuation is not to reduce people or their experiences to money, but to make the importance of outcomes visible in a language that decision-makers and funders understand. Valuation allows outcomes to be compared to one another and ensures that the analysis reflects the value stakeholders place on change.

In this analysis, financial proxies were identified using the following valuation techniques.

- **Revealed Preference:** Using the cost of an equivalent service or programme that could deliver the same outcome (e.g., a leadership camp for confidence and identity)
- **Well-being Valuation:** Drawing on large datasets (e.g., Treasury CBAX) that assign monetary values to outcomes like confidence, belonging, or resilience.

What are financial proxies?

A financial proxy is the stand-in dollar value used to represent an outcome where no market price exists. In SROI, the proxy reflects the value the stakeholder experiencing the change places on the outcome. Proxies can be informed directly through stakeholder feedback or indirectly through research and datasets. Credible proxies are those that:

- Have been used in previous SROI studies or government reporting.
- Are backed by independent, transparent data sources.
- Are conservative and realistic.

8.1 Identifying Financial Proxies

For this analysis, financial proxies were identified using a systematic process guided by SROI standards and adapted for the Aotearoa youth development context. For each material outcome, we asked: *“What’s the real-world value of this change, and what dollar equivalent could reasonably stand in for it?”*

The process involved:

- Drawing on proxies already tested in previous youth development SROI reports (HfI outcomes database).
- Reviewing government datasets and publicly available unit costs.
- Considering market prices for equivalent services or programmes.
- Prioritising NZ-specific data first, followed by well-being valuation, and then international proxies only where no local alternative was available.
- Selecting conservative and reasonable proxies to ensure credibility / not overclaim.

Each chosen proxy is described with its rationale in the valuation table below.

Table 10. Valuation technique and proxy rationale by outcome

Outcome	Proxy Used	Rationale
Greater network of support	Revealed Preference: Cost of counselling/youth mentoring (2 hours per week x 40 weeks @ \$120 per hour) = \$9,600 P.A (Source: https://teencounselling.co.nz/)	This proxy is a suitable representation of the value of the positive relationships developed by the taiohi and intensity of that relational support from the organisation. The result being a greater network of support which is represented by the market rate of counselling and youth mentoring. This reflects the skills development benefit to the taiohi from that consistent wrap-around network of support. <i>“goals became more achievable, see further due to the support received - their guidance has allowed me to be teachable”</i> The time attributed accounts for planned one-on-one mentoring, unplanned drop-in time, and group mentoring sessions.
Improved mental wellbeing	Wellbeing Valuation: for improved social connection (\$3,262) (Source: CBAX)	This proxy represents the mental health benefits expressed by the taiohi from the improved social connection they experience through spending time at Rānui 135. This proxy suitably represents that mental wellbeing shift observed with taiohi describing examples of changing mindsets around shyness and fear, encouraging and appreciating others.
Increased sense of belonging to a	Wellbeing Valuation: volunteerism (\$745) and	This proxy represents the sense of value and reward young people get from

community	sports club membership (\$1,084) (Source: CBAX)	belonging to a community. The CBAX value associated with volunteering, and the sports club membership represents that sense of belonging created, which similarly reflects how this outcome is often built through Rānui 135's sports-based activities.
Greater sense of self	Wellbeing Valuation: Cultural expression 0-5 scale - general population (\$4,354) (Source: CBAX)	This outcome is understood as taiohi having a clear sense of how they want to show up in the world, driven by their values and strengthened identity. This change occurs through Rānui 135's Tuakana/Teina model of role-modelling values, and wānanga style of affirming cultural identity, which sits firmly within the Taha Wairua dimension of wellbeing. This proxy provides a suitable equivalent to the influence of Moana worldviews leading to a greater sense of self.
Greater ability to advance in education, work or training	Revealed Preference: Pasifika career mentorship and preparation programme + facilitated network connections (\$7,000) (Source: https://tuputoa.org.nz/)	This proxy is an accurate reflection of the in depth, hands on and individualised mentoring approach to life pathway planning and support taiohi receive, this also accounts for the organisation and youth workers using their established networks to connect youth to job and training opportunities, as well as continuing to provide guidance and support on their pathway, some youth also spoke of Rānui 135 providing practical support with things like uniform costs, transport to and from courses, and tests.
Developed leadership skills	Revealed Preference: Cost of structured personal development programme Te Ara ki Matangireia leadership programme - 10 month māori leadership programme (\$5200) (Source: https://www ldc.govt.nz/programmes-and-events/maori-emerging-leaders)	This programme is a good proxy as it follows a similar youth engagement approach to developing leadership skills through increasing self-confidence, utilising reflective practises and building a sense of whai wāhitanga through nurturing the taiohi to understand their place as future leaders in Aotearoa. It is a similarly culturally grounded programme providing an accurate reflection of the feelings of empowerment Rānui taiohi describe as they develop their leadership skills.

8.2 Limitations & Future Considerations

It is important to acknowledge the limitations of valuation within this SROI analysis. Financial proxies are estimates, not exact market values, and in some cases, directly comparable rates were not available. Where this occurred, proxies were drawn from several sources and discounted to reflect just the elements of the outcome they represented, this ensured Hands for Impact were applying proxies conservatively whilst still representing the full outcome.

While every effort has been made to ensure proxies are credible, conservative, and grounded in independent data, the figures presented should be understood as indicative rather than precise.

Future Recommendation: Future studies could strengthen valuation by collecting programme-specific cost data, conducting a tailored youth survey across all programme participants to further capture the quantity, depth and duration of outcomes, and further developing a local proxy database for youth development in Aotearoa, especially where the proxy captures the benefit of culturally aligned support.

9. Establishing Impact

Establishing impact is a critical step in SROI because it reduces the risk of over-claiming and ensures that the value reported is credible and defensible. It requires demonstrating which outcomes are genuinely attributable to the organisation's activities, rather than the result of other influences. To do this, four filters are applied to financial proxies: deadweight (what would have happened anyway), attribution (the contribution of other people or services), displacement (whether benefits came at the expense of others), and duration/drop-off (how long the change is expected to last and whether it fades over time). Together, these adjustments provide a more accurate picture of the net value created. The assumptions behind each filter were informed by stakeholder reflections. See Appendix D and Appendix G for questions and answers related to Establishing Impact. These reflections were then validated in consultation with the Rānui 135 team, strengthening both the rigour and credibility of the findings. However, as noted in prior Limitations & Future Recommendations sections, this section could be further strengthened with a tailored survey of all youth participants for future evaluations.

9.1 Deadweight

Deadweight reflects the proportion of change that would have happened anyway with Rānui 135's involvement. To understand this, taiohi were asked during qualitative interviews "if you hadn't come to Rānui 135, do you think these changes might have happened anyway? (why/why not?)." The answers then informed the rationale for the applied deadweight filter which is displayed in the table below.

Table 11. Estimated deadweight filter and rationale

Outcome	Deadweight (%)	Rationale
Greater network of support	10	Taiohi consistently described forming friendships directly through Rānui 135, with strong reflections highlighting the organisation as a <i>primary</i> source of meaningful relationships. The selected deadweight reflects the intensity of this emphasis.
Improved mental wellbeing	10	Taiohi frequently referred to both feeling and observing the attention paid to improving their mental wellbeing through the support given. The selected deadweight reflects the emphasis taiohi placed on Rānui being the source of that wellbeing improvement. " <i>Mentally, 135</i> "

		<i>have been able to fill my cup, I've made many friendships and have learnt a lot of life skills through them. They keep me grounded and I can always count on them."</i>
Increased sense of belonging to a community	15	A small number of taiohi in the representative sample also identified belonging to other communities, such as church groups, gyms, and sports teams. 2023 Census data ²¹ indicates 55.7% of the total Rānui population identifies as affiliated with a religion; this figure is lower for Māori at 31.9%. These figures do not account for active church attendance or community engagement, which we have reflected in the applied deadweight.
Greater sense of self	15	Whānau, friends, and life experience would reasonably be expected to influence the development of the young person's sense of self over time. However taiohi consistently referenced not having received any sort of formal support before, and the clarity they gained from the support they received at Rānui 135. <i>"My relationship with my family has grown as Rānui 135 taught me discipline by showing up to tag drops, I've inherited good sportsmanship which I can implement in my daily life such as helping out etc."</i>
Greater ability to advance in education, work or training	10	We considered that educational providers contribute to the development of skills for taiohi that enable them to pursue aspirational pathways in higher education and careers. For urban youth, there is also a greater availability of youth organisations to connect to in the broader region. We also considered reflections from taiohi, when asked questions centred around what else they engage in to help them pursue their aspirations, predominantly pointed to no active engagement elsewhere. Some taiohi also spoke of negative experiences when attempting to find support through other youth organisations, education providers and government services. 3 out of 19 taiohi (15%) stated that lack of support from educational providers had negatively impacted their aspirational pathways. This feedback is reflected in our applied deadweight.

²¹ Stats NZ. (2023). Place Summaries: Rānui (Auckland) – 2023 Census.

Developed leadership skills	10%	A number of taiohi spoke to previously being held back by fears or shyness, and how this had prevented them from taking on leadership roles in sports, school or Rānui 135 group activities. Confidence was a repeatedly mentioned enabling outcome necessary for the taiohi to believe in their own capability, see their goals as achievable and see themselves as leaders in their community. The increase in confidence taiohi experienced was heavily attributed to the support received by Rānui 135 youth workers. <i>"The most important change I have experienced would be confidence. The mentors at the Rānui 135, gave me confidence and support by believing in me."</i> Taiohi also repeatedly referred to the example of leadership set for them by the team at Rānui 135, aspiring to be like them. Several taiohi expressed that before getting support from Rānui 135, they felt stress, challenge or confusion around how to get there, pointing to Rānui 135 as the catalyst for their change. We have therefore applied a deadweight for this outcome of 10%.
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9.2 Displacement

Displacement is the transference of value from other outcomes, activities or providers as a result of its creation for a stakeholder. None of the material outcomes replaced existing opportunities or diverted benefits, so displacement is assessed at 0% across all outcomes, the rationale for this is further detailed in the table below.

Table 12. Estimated displacement filter and rationale

Outcome	Displacement (%)	Rationale
Greater network of support	0%	We considered the potential impact of taiohi involvement in Rānui 135 programmes and activities, which could diminish the social connection and support value that peers outside of Rānui 135 provide. However, we acknowledge that this is likely to be low, as taiohi are free to invite friends to spend time at the organisation, and engagement is predominantly voluntary. We have therefore assigned a displacement of 0% to these outcomes.
Improved mental wellbeing	0%	

Increased sense of belonging to a community	0%	Consideration of other local youth support organisations - due to this organisation being urban-based, we are aware that the taiohi will have greater access to different options for youth support in the broader region, which was our primary consideration for displacement; however, Rānui 135 is providing place-based support specifically for youth in Rānui. In regard to participation with other youth organisations, Rānui 135 actively supports and involves other youth organisations in their community events, and supports sending their taiohi to the youth events of organisations in the greater West Tāmaki region. We have therefore adopted a 0% displacement discount for this outcome.
Greater sense of self	0%	The value generated from these outcomes are not considered to displace other outcomes or activities or prevent others from experiencing the same outcome. This is because Rānui 135 is a place-based organisation established specifically to meet taiohi needs that were otherwise unmet within the local community. In addition, the services offered are uniquely tailored to the cultural backgrounds and lived realities of the taiohi they engage. For these reasons, a displacement rate of 0% has been applied to these outcomes.
Greater ability to advance in education, work or training	0%	
Developed leadership skills	0%	

9.3 Attribution

Attribution reflects the fact that the investment and core programme activity may not be wholly responsible for all of the value created, and as such we must consider the possible contributions of other influences that could be attributed to the outcome alongside Rānui 135. The other influences considered include educational systems, whānau, community partners and other youth organisations, all of which factor into the applied attribution and rationale discussed in the table below.

Table 13. Estimated attribution filter and rationale

Outcome	Attribution (%)	Rationale
Greater network of support	10	Based on feedback from the taiohi during the qualitative interviews, taiohi predominantly attributed their greater network of support to the new friendships built at Rānui 135 through group activities and sports, indicating that without Rānui 135, they would not have met and built this network of support. We also acknowledge that new positive relationships can be built at school and through other communities the taiohi is connected to.
Improved mental wellbeing	10	All taiohi surveyed responded that they do not go to any other organisations or professional services for support, heavily indicating that a large proportion of this change is attributed to Rānui 135. However 5 of the 13 survey respondents also said that support can also come from friends and family, which we have reflected in the applied attribution rate.
Increased sense of belonging to a community	10	In comparing the survey responses for taiohi who felt part of the Rānui 135 community vs their feelings of connectedness to the wider community around Rānui, taiohi reflected a clear distinction between the two, showing a weighted average depth of change of 4.7 when considering their sense of belonging to Rānui 135 vs 4.2 for the wider community. A small number of the representative sample of taiohi from the qualitative interviews also spoke of being a part of other forms of community which they contribute to, including; church groups, gyms and sports teams. We have applied an attribution rate that takes into consideration both the mention of other community groups and the high depth of change related to an increased sense of belonging, specifically when considering Rānui 135 as their community.
Greater sense of self	15	It is a reasonable assumption that the young person's sense of self is also impacted by their relationships outside of the organisation, as this outcome is linked to identity, values and purpose, the taiohi can be developing a greater sense of self through their engagement in other places e.g. cultural activities through school or community participation through church.

Greater ability to advance in education, work or training	15	Rānui 135 partners with Rānui Action Project to deliver some of the licensing courses. Rānui 135 also refers youth to certifications and courses as part of enabling the taiohi to achieve their goals. We have applied the selected attribution to account for Rānui 135's extensive involvement in giving the taiohi the tools and guidance they need to achieve their goals, as well as the other service providers' participation in delivery.
Developed leadership skills	10	We took into consideration any descriptions from the taiohi of receiving encouragement or guidance from people or places the taiohi is connected to outside of Rānui 135. 5 of the 13 survey respondents said that support can also come from friends and family, and 1 of the 13 taiohi also mentioned school which we have reflected in the applied attribution rate.

9.4 Duration and Drop-off

Duration refers to how long an outcome lasts. Drop-off recognises that outcomes may continue to last for many years, but in the future may be less, or if the same, will be influenced by other factors.

Duration

To assess duration, we reflected on insights derived from interviews with taiohi and youth workers, where they indicated a durational perspective on the outcome.

Taiohi indicated perspectives on all material outcomes that were forward-looking, multi-year durations, reflecting being on new paths, developing life skills, and forming meaningful lifelong relationships. The young person's ongoing and regenerative relationship with the wider Rānui community is an organisational goal, reflected in their participant-to-leader pathways and the mentoring and hiring of four former participants as youth workers.

Former taiohi participants reported maintaining connections with Rānui 135, participating in open community events hosted by Rānui 135 taiohi and youth workers, and continuing to attend sports events well into adulthood. In addition, Rānui 135's services are available to taiohi up to age 24.

We also considered that the duration of these outcomes requires ongoing engagement from the taiohi with the organisation. Rānui 135 continues to offer its services for taiohi from 18-24. Taking into consideration the multi-year perspective from the taiohi and the availability of the services until the age of 24, we have applied a conservative estimate of **6 years across all outcomes**, reflecting the 5 years of engagement in this forecast and an additional 1 year to account for the qualitative interview insights.

Drop-off

Drop-off accounts for the proportion of value that diminishes over time after the initial change has been achieved. The rationale for the applied drop-off filter for each outcome is discussed in the table below.

Table 14. Estimated drop-off filter and rationale

Outcome	Drop-off (%)	Rationale
Greater network of support	5%	Observational reflections from the organisation indicated drop-off occurs for these three outcomes primarily where taiohi have had to move and can no longer attend the organisation, as this distances them from social connections made and the community they have become a part of. Although not a common occurrence observed, we have reflected the potential in our applied drop-off filter.
Improved mental wellbeing		
Increased sense of belonging to a community		
Greater sense of self	5%	These outcomes indicate a mindset shift paired with tools that empower the youth to gain independence and control of their future path. This indicates a lasting impact beyond the duration of the programme. We have considered that confidence can be impacted by future events and that some taiohi may disengage as they allocate their time to taking on opportunities along their aspirational pathway, such as courses or internships.
Greater ability to advance in education, work or training		
Developed leadership skills		

9.5 Depth

Depth is described as the amount of change in an Outcome experienced by people affected between two points in time. A limitation in this study is the lack of official pre and post-engagement data.

Approach to assessing depth

To assess depth for this analysis, an Outcome Survey (see Appendix G) was conducted with taiohi, which complemented the qualitative insights from interviews and focus groups.

Taiohi were asked to rate on a scale of 1-5 their level of change across the material outcomes included in the SROI analysis, using a five-point scale aligned to the indicators defined in the outcomes framework. Overall, the survey results demonstrated consistently high levels of perceived change across all outcomes, providing strong validation that the outcomes modelled in the SROI reflect what matters most to taiohi.

For each indicator, average scores and the distribution of responses were reviewed to understand the amount of experienced change. Depth was interpreted as the proportion of the maximum possible score (5), with particular attention paid to the proportion of respondents reporting high levels of change, the absence of low-change responses, and variation across outcome areas.

Depth is calculated based on the following weighted scale used for Question 6 in the Outcomes Survey.

Scale:

- **1 = No change** – Nothing has really changed for me.
- **2 = A little change** – A small difference, but not much.
- **3 = Some change** – I've noticed improvements, but not in every area.
- **4 = Quite a lot of change** – Things have improved a lot for me.
- **5 = A very big change** – Things are totally different in a really positive way.

Table 15. Depth Calculations and Rationale

Outcome	Depth (%)	Rationale
Greater network of support % of taiohi who stated they have developed relationships with others that feel positive and supportive. Source: Outcomes Survey	95%	Overall number of respondents x rating scale score $10 \times 5 = 50$ $3 \times 4 = 12$ Weighted total = $50 + 12 = 62$ Average depth score = $62 / 13 = 4.77$ Depth % = $4.77 / 5$ (max score) = 0.95 Source: Outcomes Survey
Improved mental wellbeing % of youth who describe feeling cared for, seen, and heard. Source: Outcomes Survey	91%	Overall number of respondents x rating scale score $8 \times 5 = 40$ $4 \times 4 = 16$ $1 \times 3 = 3$ Weighted total = $40 + 16 + 3 = 59$ Average depth score = $59 / 13 = 4.54$ Depth % = $4.54 / 5$ (max score) = 0.91 Source: Outcomes Survey
Increased sense of belonging to a community % of taiohi who described viewing Rānui 135 as their community. Source: Outcomes Survey	94%	Overall number of respondents x rating scale score $9 \times 5 = 45$ $4 \times 4 = 16$ Weighted total = $45 + 16 = 61$ Average depth score = $61 / 13 = 4.69$ Depth % = $4.69 / 5$ (max score) = 0.94 Source: Outcomes Survey
Greater sense of self % of taiohi who described feeling connected to the wider Rānui community. Source: Outcomes Survey % of taiohi who described feeling a stronger desire to give back or contribute to my community. Source: Outcomes Survey	84%	Indicator 1: Overall number of respondents x rating scale score $6 \times 5 = 30$ $4 \times 4 = 16$ $3 \times 3 = 9$ Weighted total = $30 + 16 + 9 = 55$ Average depth score = $55 / 13 = 4.23$ Depth % = $4.23 / 5$ (max score) = 0.85 Indicator 2: Overall number of respondents x rating scale score $5 \times 5 = 25$

		$5 \times 4 = 20$ $3 \times 3 = 9$ Weighted total = $25+20+9 = 54$ Average depth score = $54/13 = 4.15$ Depth % = $4.15/5$ (max score) = 0.83 Average across both indicators: 0.84
Greater ability to advance in education, work or training % of youth who describe feeling more motivated to or ready to pursue education, training or employment pathways. Source: Outcomes Survey % of youth who report making progress towards important milestones. Source: Outcomes Survey	90%	Indicator 1: Overall number of respondents x rating scale score $7 \times 5 = 35$ $5 \times 4 = 20$ $1 \times 3 = 3$ Weighted total = $35+20+3 = 58$ Average depth score = $58/13 = 4.46$ Depth % = $4.46/5$ (max score) = 0.89 Indicator 2: Overall number of respondents x rating scale score $7 \times 5 = 35$ $6 \times 4 = 24$ Weighted total = $35+24 = 59$ Average depth score = $59/13 = 4.54$ Depth % = $4.54/5$ (max score) = 0.91 Average across both indicators: 0.90
Developed leadership skills % of youth who report feeling more able to show leadership. Source: Outcomes Survey % of taiohi who described feeling more confident in themselves and what they can do. Source: Outcomes Survey	90%	Indicator 1: Overall number of respondents x rating scale score $6 \times 5 = 30$ $5 \times 4 = 20$ $2 \times 3 = 6$ Weighted total = $30+20+6 = 56$ Average depth score = $56/13 = 4.31$ Depth % = $4.31/5$ (max score) = 0.86 Indicator 2: Overall number of respondents x rating scale score $9 \times 5 = 45$ $4 \times 4 = 16$ Weighted total = $45+16 = 61$ Average depth score = $61/13 = 4.69$ Depth % = $4.69/5$ (max score) = 0.94 Average across both indicators: 0.90

10. Calculating the SROI

This section brings together all the data gathered across the SROI process to calculate the SROI ratio. The SROI ratio is an expression of the total present value of benefits created compared to the total value of inputs invested:

$$\text{SROI Ratio} = \frac{\text{Present Value of Benefits}}{\text{Total Inputs (Investment)}}$$

10.1 SROI Ratio

To calculate the present value of benefits for youth aged 13-18 engaged with Rānui 135, the following steps were undertaken in line with the SROI Guide (2012):

1. The **gross value of outcomes** was calculated by multiplying the quantity of change by the chosen financial proxy value.
2. **Impact filters** (deadweight, attribution, displacement, and drop-off) were applied to avoid over-claiming (Principle 5) and to isolate the additional value attributed to Rānui 135's activities.
3. **Discounting** was applied to reflect the time value of money, ensuring comparability of benefits that occur in different time periods. A discount rate of 2% was used, consistent with public sector discounting guidelines for social value analysis²².
4. The discounted values were then summed together to get the **total present value of benefits**.

The SROI ratio was then calculated by dividing the total present value of benefits by the total value of investment.

Table 16. Calculated SROI for the analysis

Present value of benefits	13,564,709
Present value of investment	\$2,789,430

²² The Treasury. (2024, October 2). *Treasury Circular 2024/15: Updated Public Sector Discount Rates for Cost Benefit Analysis* (Treasury Circular). The Treasury, New Zealand. <https://www.treasury.govt.nz/sites/default/files/2024-10/treasury-circular-2024-15.pdf>

SROI ratio	\$4.86:\$1
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Interpretation of the SROI Ratio

This SROI ratio indicates that for every dollar **invested** in Rānui 135’s youth development activities, an estimated **\$4.86 of social value** is generated for taiohi aged 13-18 engaged in mentoring, education and work, and leadership programmes.

While this ratio provides a useful high-level indicator, it should always be read alongside the qualitative insights and stakeholder narratives presented earlier in the report (*Section 5.3 Youth Outcomes*), as these narratives convey the lived experiences, cultural significance, depth and nuance behind the number.

The SROI ratio presented here is likely to be a conservative estimate of the true value created. Several factors feed into this reasoning:

- **Lower Limit Proxy Selection:** Financial proxies were selected at the lower end of credible ranges (e.g., choosing baseline or scaled-down values) rather than upper-bound estimates to avoid over-claiming.
- **Layered Outcomes:** The proxies represent a single dimension of layered and complex outcomes. We have tried to mitigate the impact of this using multiple proxies for multi-faceted outcomes. However, there is still a risk that the proxies do not capture the full breadth of benefits experienced.
- **Cautious Assumptions in Impact Filters:** Attribution and deadweight percentages were applied conservatively to ensure the ratio reflects only the value reasonably attributable to Rānui 135.

Taken together, these methodological choices mean the reported ratio is more likely to understate than overstate the full value created.

10.2 Sensitivity Analysis

Sensitivity analysis modelling tests the robustness of results by testing key assumptions made during the SROI analysis. This process reduces the risk of over-claiming (Principle 5) and highlights where future evidence could improve confidence.

Scenarios Modelled

Seven scenarios were modelled in the sensitivity analysis, testing areas subject to professional judgement and areas where alternative considerations were made.

Table 17. Sensitivity analysis results

Variable Tested	Rationale	Base Case	New Case	New SROI
Duration	The base case model assumes all outcomes last the duration of the 5 year engagement window and an additional year after (without further sustained engagement).	The outcomes continue for the full duration of engagement (year 1, 2, 3, 4, 5) as well as 1 year after without programme engagement.	The benefit of the outcomes lasts for the duration of engagement only (year 1, 2, 3, 4, 5)	4.19
Quantity	Because 100% of taiohi surveyed indicated they had experienced each outcome, we have proceeded on the basis that this applies to all stakeholders in the group. However, because we could only survey 13 out of 120 taiohi we risk overclaiming the number of taiohi affected. It would be reasonable to assume that taiohi who only engage in one-to-one mentoring or drop-ins, may not experience outcomes such as an increased sense of belonging to a community, greater sense of self or develop leadership skills as these outcomes generally require group activity involvement. One taiohi in the survey sample had only engaged in drop-ins and although this taiohi still scored 'belonging' a 4 (A lot of change), they did	All taiohi in the cohort experience a change n=120	Because participation at Rānui 135 is voluntary and open, the organisation does not collect data on which programmes taiohi are engaging in, therefore we cannot ascertain how many taiohi would only be engaging in drop-in sessions. We have tested a hypothetical scenario where 30% of taiohi (36 out of 120) do not engage in any other programmes or events but the drop-in sessions, and therefore do not experience a change across the three aforementioned group related outcomes, making the quantity for those outcomes 84.	4.36

	express that this feeling of connection was limited as a result of only engaging in drop-ins.			
Depth changing over time	The main model assumes all outcomes are experienced at their full reported depth consistently across the 5 year forecast window. This reflects the commentary from taiohi during the qualitative phase as well as the findings from the Outcomes Survey conducted during youth verification. We noted however that the majority of taiohi who participated in the Outcomes Survey had been with Rānui 135 for 5+ years, with only a few from the survey being in their first year of engagement. Taking this into consideration we asked the question "what if taiohi experienced lighter or early-stage shifts that deepen over time?" Testing this variation accounts for the possibility that some outcomes for taiohi just starting to engage may strengthen as taiohi spend more time with Rānui 135, and as the taiohi gets older. The outcomes considered to be more vulnerable to this sensitivity are the two outcomes stemming from the Education, Work and Leadership pathway as that journey has two foundational phases.	All outcomes are experienced at their calculated depth % consistently across the 5 years of engagement.	To test this assumption, the below outcomes were modelled as outcomes that develop in depth over time rather than being experienced at full intensity from the outset. - Greater ability to advance in education, work or training - Developed leadership skills Each outcome was split into two depth phases as follows. Lower-depth phase: A lower-intensity version of the outcome was modelled as commencing in Year 0 and continuing through to the beginning of Year 3. This phase was represented using a proxy value set at 50% of the base-case proxy, reflecting early-stage or emerging change. Higher-depth phase: From the beginning of Year 3 through to the end of the base-case outcome duration, a higher-depth representation of the same outcome was modelled using the full proxy value applied in the main model. This phase represents the strengthening and consolidation of	4.48

			outcomes over time.	
Drop-off	We may have underclaimed the value of the outcomes as the base model discounts for drop-off from year 1, however given the engagement is a 5 year engagement, therefore drop-off would likely start from the first year after the end of engagement when the outcomes are being self-sustained.	5% drop off year 0, 1, 2, 3, 4, 5	5% drop off starting in year 5	5.45

Variables Tested	Rationale	Testing Approach	Lower Range	Upper Range
Financial Proxies	Financial proxies convert outcomes into monetary terms and are therefore a key driver of the overall SROI ratio. In this analysis, proxies were drawn from the Treasury's CBAX well-being values and Revealed Preference - Replacement Cost figures (e.g., market rates for youth mentorship and counselling). Testing approach: We modelled increases and decreases of 25% to the proxy values.	-25% to +25%	\$3.65	\$6.08
Deadweight	These adjustments determine how much of the outcome value can be credibly claimed by Rānui 135. Although reasoned rationales were applied (as outlined in Section 9 Establishing Impact), they remain subjective. Modelling scenarios where attribution and deadweight are increased or decreased tests the resilience of the SROI ratio against alternative assumptions. This helps ensure that the analysis is not overly reliant on any one interpretation of these factors.	-10% to +10%	\$4.32	\$5.41
Attribution		-10% to +10%	\$4.31	\$5.41

Financial proxies had the greatest influence on the ratio discounting or increasing proxy values by 25% shifted the ratio between \$3.65 : \$1 and \$6.08 : \$1. This underscores the importance of valuation choices and highlights the value of developing more locally tailored proxies in future analyses.

Drop-off had the next greatest influence. Modelling the drop-off beginning at the end of the 5 year engagement window shifted the ratio to \$5.45 : \$1. This highlights the importance of long-term funding contracts to ensure consistent support for maintaining the impact of the outcomes and keeping taiohi engaged.

Adjusting the quantity of taiohi experiencing group programme related outcomes had a moderate effect. Reducing the proportion of taiohi achieving the following outcomes; Increased Sense of Belonging, Greater Sense of Self and Developed Leadership Skills by 30% shifted the ratio down to \$4.36 showing that taiohi benefit most when engaged across group programmes as well as drop in sessions or one-to-one mentoring.

Changes to Depth of Outcome Experienced Over Time reduced the SROI ratio to \$4.48 : \$1. This reflects a more conservative assumption that early engagement produces emerging or partial change, with full outcome depth realised only after sustained participation. While this adjustment reduced the overall ratio, the results reflect a small difference of -\$0.38 , indicating that the value generated by Rānui 135 is not reliant on assuming full-depth outcomes from the outset and is resilient to more cautious assumptions about how outcomes strengthen over time.

Outcome Duration had the second largest impact on the ratio. Modelling the benefit of all outcomes as occurring only during the years of active engagement reduced the ratio to \$4.19 : \$1. This demonstrates that duration is a meaningful driver of value within the model, where outcomes rely on sustained support and continuity over time. However, even under this more conservative duration assumption, the model continues to show a strong positive return.

Deadweight and attribution produced smaller but still noticeable shifts, generally keeping the ratio within a \$4.31 : \$1 to \$5.41 : \$1 range. This suggests that assumptions about other contributors and how much of the outcome would have happened anyway, matter but do not undermine the overall story of value.

Across all sensitivity scenarios tested, the SROI ratio ranged from \$3.65 : \$1 to \$6.08 : \$1.

Overall, the sensitivity analysis demonstrates that the SROI results are robust across a range of plausible assumptions, and that the positive return identified in the base case sits firmly between the lower and upper ranges of the sensitivities tested.

10.3 Stakeholder Verification of Analysis

Stakeholders are actively involved in reviewing and verifying the final SROI results to ensure credibility and accuracy. Rob, one of the founders at Rānui 135, reviewed the indicators, financial proxies, and assumptions (deadweight, attribution, displacement, duration, and drop-off) to confirm they were realistic and consistent with the organisation's lived experience. Rānui 35 was also invited to verify that the Theory of Change, selected outcomes, and headline results genuinely capture what matters most to taiohi. In addition, stakeholders were asked to review supporting sections, including programme background, scope, inputs, outputs, and recommendations, to verify that the report is a fair and representative account of Rānui 135's mahi. This process ensured the findings are not only technically robust but also grounded in stakeholder experience before final assurance.

An additional youth stakeholder verification process was undertaken to ensure that the SROI analysis accurately reflects the lived experiences, perspectives, and priorities of taiohi engaged with Rānui 135. This process combined a facilitated youth verification workshop with a structured outcomes validation survey completed by 13 taiohi, providing both qualitative and quantitative validation of the Theory of Change, selected outcomes, and impact assumptions.

Of the 13 survey participants, 8 were wāhine and 5 were tāne, with strong representation of Māori and Pacific identities, reflecting the communities Rānui 135 serves. Notably, 10 of the 13 participants had engaged with Rānui 135 for 5+ years.

The youth verification workshop and survey strengthen the credibility of the findings from the qualitative analysis and demonstrate adherence to Social Value Principle 1 (Involve stakeholders).

11. Conclusion & Recommendations

This section provides a reflection of the key findings, strategic insights, and recommendations for programme development, funding decisions, and future impact measurement to support continuous improvement and better decision-making.

11.1 Key Findings

This analysis shows that Rānui 135 creates significant and measurable social value for youth aged 13-18 engaged in mentoring, education, and leadership programmes, well exceeding the level of investment required. The SROI ratio proves that over five years, the organisation will create an estimated \$4.86 of social value for every \$1 invested

Key Outcomes

The most significant and material outcomes identified for taiohi include:

- Greater network of support
- Improved mental wellbeing
- Increased sense of belonging to a community
- Greater sense of self
- Greater ability to advance in education, work or training
- Developed leadership skills

These outcomes are enabled by critical precursors such as strengthened sense of identity, positive whānau-like support, increased self-confidence and experiencing manaakitanga in daily interactions.

Early indications of longer-term impact are visible through the current ways taiohi are beginning to apply their skills, such as stepping into leadership roles, supporting peers, or contributing to community activities. These examples reflect the impact of youth development work when it is resourced and nurtured over time.

Organisational Findings

- **Relationship-Centred Youth Development:** The foundation of Rānui 135's impact lies in trusted and consistent relationships with youth workers. Through mentoring, safe spaces, culturally affirming engagement, and youth-led activities, taiohi experience connection, belonging, identity, agency, and confidence to pursue their aspirations.

- **Pathways into Leadership:** The organisation has developed clear and intentional pathways from participation to leadership. These are supported through programmes such as Realize, Ta'ahine Toa, Sports Camp, and youth-led initiatives, creating a sustainable cycle of contribution where young leaders support their peers.
- **Culturally Led Practice:** Rānui 135 grounds its work in a Moana worldview - Ka Mua, Ka Muri ("walking backwards into the future"). By ensuring services are youth-focused and culturally responsive, the organisation strengthens identity, deepens belonging, and supports long-term intergenerational well-being.
- **Place-Based Support:** Being rooted in Rānui enables the organisation to provide wraparound, community-driven support. This includes practical assistance (transport, driver licensing), access to education and employment pathways, and entrepreneurial skills development through programmes like IndiGenius and Tukutaula Punga.

System-Level Findings

- **Funding Gaps:** Current funding mechanisms privilege crisis response and deficit narratives, leaving preventative, relational, and strengths-based youth development undervalued and underfunded.
- **Policy Volatility:** Frequent shifts in government policy priorities (e.g., from youth offending to mental health, or from education to employment) create uncertainty for local organisations, undermining the consistency needed to deliver holistic, long-term outcomes for taiohi.

11.2 Using the Results

The results of this analysis provide a platform for informed organisational decision-making, funder engagement, and sector advocacy. They clarify where Rānui 135 creates the most significant value and highlight opportunities for learning and improvement.

Programme Management: The findings can enable Rānui 135 to refine its resource allocation, strengthen activities linked to the most significant outcomes, and embed continuous improvement and monitoring of outcomes to inform future programme design and development.

Funder Engagement: The SROI offers a way to communicate value to funders and partners by translating lived experience into evidence that aligns with investment decision-making.

Scaling and Adaptation: Share learning with peers - the Theory of Change and valuation framework can be adapted by similar grassroots organisations to strengthen the collective voice of youth development in Aotearoa.

Sector Advocacy: This SROI can be utilised for sector advocacy as it clearly demonstrates the preventative, long-term impact of youth work, encouraging consistent education engagement, improving meaningful work opportunities and reducing the risk of social disconnection..

11.3 Recommendations & Opportunities for Improvement

This section presents practical recommendations at three levels: organisational (for Rānui 135), system-level (for funders and government agencies), and sector-wide (for the youth development field in Aotearoa). Together, these highlight how internal improvements, supportive policy environments, and collective advocacy can strengthen the long-term impact of youth work.

Organisational Recommendations

At the organisational level Rānui 135 can build on existing strengths by continuing to build leadership succession pathways to support relational consistency and understanding, this could be achieved by:

- **Formalising the process to support taiohi transitioning into youth worker roles:** This ensures the cycle of homegrown leadership continues, and that the organisation (with the support of funders) can continue to scale up to meet local demand for youth services. These pathways also support providing relational consistency, and that youth workers have a deeper level of understanding of what local youth respond to, particularly regarding the unique experience of urban Māori and Pasifika.

To further support the organisations ability to share and evidence the impact Rānui 135 is creating for the taiohi, we suggest considering the following methods of tracking outcome data for future evaluation:

- **Embedding data capture into existing feedback systems:** Utilise some of your existing feedback gathering methods that the taiohi enjoy and respond well to,

such as the vlog feedback, and include questions on the material outcomes identified. This way, you can continue to track the progress of outcomes and capture data for future evaluation, without overburdening the youth workers' time and over-surveying the youth.

- **Using data tracking and visualisation tools in accordance with Māori Data Sovereignty Principles:** Explore data visualisation tools (with Ara Taiohi) to support data capture and storytelling with that data. You can shape these tools to maintain alignment with Māori data sovereignty principles, storing data in New Zealand-based data centres rather than offshore, controlling access governance so only those who are working with the taiohi can add data to it, embedding metadata so any reports include context on how data was gathered, who owns it and tikanga around its use.
- **Stakeholder partnerships:** Maintain regular touchpoints with the network of support of the taiohi; schools, alternative education, justice, or health providers to triangulate data related to outcomes. With proper permissions, key stakeholder partners may be able to feed data directly into data capture and visualisation tools as described above.
- **Sector-wide measurement consistency:** Explore opportunities to align with sector-wide indicators (in partnership with Ara Taiohi), so that grassroots organisations can advocate collectively, strengthening the evidence base without overburdening already limited time.

System-Level & Sector-Wide Recommendations

At the system level, funders, sector bodies, and grassroots organisations can draw on the insights from this study to strengthen youth development across Aotearoa. The following recommendations outline opportunities to shape policy, guide advocacy, and foster collaboration, creating the conditions for a more sustainable and impactful future for youth work. The recommendations for each group are as follows:

Funders:

- **Issue 5-Year Engagement Funding for Youth Work:** As evidenced by this analysis, five-year or longer contracts are essential to sustain the trusted relationships between youth workers and taiohi that enable material outcomes and positive life impacts..
- **Sector Alignment:** Collaborate with Ara Taiohi and other bodies to create a unified and evidence backed case for youth development investment.

Sectors Bodies:

- **Advocate for Preventative Investment:** Use this evidence to highlight the need for policy and funding shifts that recognise youth development as a cost-saving preventative strategy, not a crisis response.

Grassroots Organisations:

- **Collaborate for Sector Voice:** Work with Ara Taiohi and sector partners to align outcome measures, share evidence, and shift national narratives about youth development.
- **Build an Evidence Base:** Use this analysis as a basis to form your theory of change and outcome data tracking. At a minimum, try to capture the data that evidences the benefit of 5-year funding support, as this has a significant impact on the long-term well-being of the taiohi and their future impact on society.
- **Elevate Cultural Approaches:** Continue to share your stories that show the impact of relational, culturally grounded youth development models that allow taiohi to thrive.

Closing Reflection

Despite systemic barriers such as short-term funding cycles and deficit-focused policy settings, Rānui 135 has shown that youth development rooted in culture, relationships, and local leadership delivers transformational impact. The organisation's unique strength lies in its ability to grow its own leaders. Taiohi who once walked through its doors now return as youth workers, mentors, and role models for the next generation.

"There is nothing more powerful than your story being told by people who live in and work in your community, and have grown up being part of an organisation that they now run... We need to invest in our local leaders... we worked for 10 years for free, building credibility, reputation, and achieving the outcomes that funders would pay for but doing it in our own way... if your org is set up with a good foundation of leadership in there, that knows what they're doing, they invest back into the community." - Zee, Founder

As this reflection highlights, the enduring challenge and opportunity is to invest in local leadership so that the cycle of contribution continues. When resourced for the long term, youth development organisations like Rānui 135 not only transform individual lives but also strengthen communities for generations.

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Appendices

Appendix A. Glossary

Māori & Pasifika Terms

The terms in this glossary hold deep cultural and conceptual meanings. Below we provide simplified explanations relevant to the context of this research, with Māori terms drawn from Te Aka Māori Dictionary²³, and the Pasifika terms from a range of sources referenced below such as talanoa sourced from Vaoleti (2006) as well as a number of other sources noted. These translations are intended to support international readers, while acknowledging that each term carries rich cultural, historical, and philosophical layers best understood through deeper engagement.

Word / Phrase	Simplified Meaning / Translation
Aotearoa	New Zealand
Ara Taiohi	Youth pathway; also the name of the national peak body for youth development in Aotearoa.
Hui	Gathering, meeting, assembly.
Karakia	A traditional spoken chant, blessing, or prayer
Kaupapa	Purpose, programme, agenda, subject, initiative, policy.
Kōrero	Speech, narrative, story, news, account, discussion, conversation, discourse, statement, information.
Talanoa (Tonga, Samoa, Fiji, Tokelau)	conversation, an exchange of ideas or thinking, talking either formally or informally to tell stories or relate experience. Almost always carried out face-to-face. ²⁴
Mahi	Work, operation, activity, function.

²³ Te Aka Māori Dictionary definitions accessed via maoridictionary.co.nz.

²⁴ Vaoleti, T. M. (2006). Talanoa: Tongan epistemology and Indigenous research methodology. *Pacific Health Dialog*, 13(1), 5–11.

Mana	Ara Taiohi (2020)²⁵ provides the most applicable description for how we consider Mana in the context of this youth-focused analysis. <i>“Mana is the authority we inherit at birth and we accrue over our lifetime. It determines the right of a young person to have agency in their lives and the decisions that affect them. Enhancing the mana of young people means recognising what is right with them, as well as the reality of their world. Young people are supported to have a voice, work to their strengths and step into leadership”</i>
Manaakitanga	Hospitality, kindness, care for others
Mauri	Life force, vital essence
Moana	Ocean
Moana worldview	An Indigenous ocean-centred perspective and knowledge that draws on ancestral epistemologies while situating Pacific peoples in the present, emphasising relationality, oceanian identity, and the interconnected social, cultural, and historical worlds of pacific peoples. ²⁶
Pacific Peoples / Pasifika	‘Pacific peoples’ is a collective term used to describe the diverse cultures of people from Polynesia, Melanesia and Micronesian countries. ²⁷
Rangatahi / Taiohi	Youth, young person/people
Tāmaki Makaurau	Auckland
Tikanga	Custom, correct procedure, protocol - the customary system of values and practices that have developed over time and are deeply embedded in the social context
Utu	Reciprocity, balance, reparation
Wāhine	Female gender

²⁵ Ara Taiohi. (2020). Code of Ethics for Youth Work in Aotearoa New Zealand.

²⁶ Lopesi, L. (2021). *Moana Cosmopolitan Imaginaries: Toward an Emerging Theory of Moana Art* (Doctoral thesis, Auckland University of Technology).

²⁷ Ministry for Pacific Peoples. (2022). *Yavu: Foundations of Pacific Engagement*. Wellington, NZ.

Tāne	Male gender
Whānau	Family/extended family
Whanaungatanga	Building relationships, kinship and connection between people
Te Tiriti o Waitangi	The Treaty of Waitangi

Social Return on Investment (SROI) Terms

The terms and definitions included in the following glossary have been sourced from the SVI Glossary 2.0 published October 2023.

Term	Definition
Attribution	An assessment of how much of the outcome depth was caused by the contribution of different organisations or people.
Counterfactual / Deadweight	A measure of the amount of outcome that would have happened even if the activity had not taken place. For example, there is often the chance the people could have experienced the same changes by working with another organisation, or even without the support from anyone
Depth	The amount of change in an Outcome experienced by people affected between two points in time. An indicator is required to measure two different Outcome Levels. E.g. self-esteem at t1 and self-esteem at t2.
Discounting	The process by which future financial costs and benefits are recalculated to present-day values.
Discount rate	The interest rate used to discount future costs and benefits to a present value.
Displacement	An assessment of how much of the outcome has displaced other outcomes. For example, if our activities prevent people experiencing the same changes somewhere else we should take account of this.
Drop off	The rate of decline in the Outcome Depth over time. The rate is expressed as a percentage in relation to the Outcome Duration.
Duration	The length of time that a person affected continually experiences the Outcome Depth.
Monetary Valuation / Financial proxy	A monetary representation of the value of an outcome.
Impact	The amount of change in an outcome attributed to an activity. This requires an estimation of how much change is contributed by others and/or would have happened anyway (counterfactual).

Indicator	Metrics, instruments or tools that capture changes in an Outcome to determine Outcome Depth.
Inputs	The financial and non-financial resources required to deliver the activities. Inputs may be owned by the organization or by those it is dependent upon.
Materiality	Information is material if its omission has the potential to affect the readers' decisions. For the purpose of optimising social value, material information is all relevant and significant impacts on wellbeing. Relevance is determined by the organisation's policy, needs of people affected, existing social norms and financial consequences. Significance is determined by outcome depth, scale, value and causality.
Net present value	The value in today's currency of money that is expected in the future minus the investment required to generate the activity
Net social return ratio	Net present value of the impact divided by total investment.
Outcome	Change(s) people experience as a result of an activity.
Outputs	The summary of activities in numbers.
Ranking	Putting outcomes in order of importance from lowest to highest, from the perspective of the stakeholders experiencing the changes. Ranking can be considered a form of equal weighting.
Scope	The activities, timescale, boundaries and type of account or analysis.
Sensitivity analysis	Process by which the sensitivity of an SROI model to changes in different variables is assessed.
Social return ratio	Total present value of the impact divided by total investment.
Social Value	The importance people place on different aspects of their wellbeing and the changes they experience (in these aspects of wellbeing).
Stakeholders / People Affected	People who experience impact. <i>Guide to SROI definition:</i> People, organisations or entities that experience change, whether positive or negative, as a result of the activity that is being analysed.
Valuation	An approach, process or methodology that assesses relative importance of outcomes to people affected. Valuations can be monetary or non-monetary.
Weighting	Giving outcomes a weighting (e.g. on a scale of 1 to 10) to allow comparisons to be made about relative importance. For example, an outcome with a weighting of 6 out of 10 would be considered three times as important as an outcome with a weighting of 2 out of 10.

Well Defined Outcome(s)	The specific aspect(s) of wellbeing that provide(s) the best opportunities to increase or decrease overall state of wellbeing. These should be identified and defined with the people affected.
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Appendix B. Rānui 135 Stakeholder Map

Stakeholder group	How they affect / are affected by the activity	How many?
Primary (those directly/indirectly affected)		
Young people that participate at Rānui 135	Primary users of the service.	A total of 24 youth between the ages of 16 - 24 were interviewed face to face for 1 hour: - 8 Girls (including 1 past taiohi participant who returns in adulthood for community events, all others are active taiohi participants) - 16 Boys (all active participants)
Secondary (those who help deliver the service/activity)		
Youth Workers + Founders	Deliver the core service, some of the youth workers were once taiohi participants themselves, others have taiohi who are currently engaged at Rānui 135.	8 Youth workers which includes: - 1 founder + youth worker - 3 youth workers who were once taiohi participants 3 Founders
Whānau of young people that participate at Rānui 135	Affected by the changes experienced by the youth and how that manifests in their relationship.	Interviews with whānau members of the active taiohi provided another layer of understanding of outcomes being experienced by the taiohi. However, these individuals sat in a unique position as they were also youth

		workers/staff at the organisation, or siblings/cousins who are taiohi participants. Of this group the following contributed insights: 1 youth worker who was also the uncle of three taiohi participants. 1 youth worker who was also the grandmother of one taiohi participant. 2 taiohi participants who were brothers. 2 taiohi participants who were cousins.
Community Partners - Rānui Action Project - League Clubs, Local Highschools	Rānui Action Project actively partnered with Rānui 135. They operate alongside each other from the same building, and deliver one of the core activities Rānui 135 youth are connected to if getting their license is in their goal plan. Local clubs and schools have offered support via providing access to a local school gymnasium, sports fields and clubs where Rānui 135 can host activities with taiohi.	1 community partner - Rānui Action Project
Tertiary (external support / collaborators)		
Funders - Philanthropic Trusts - Council Grants/Funds	Rānui 135 relies on a range of funding sources, these partners are critical to providing Rānui 135's services.	Rānui Action Project are one funding support partner who we also spoke to as part of understanding the community impact.

- Government		We did not interview the other listed funders.
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Appendix C. Stakeholder Inclusion & Exclusion Rationale

Stakeholder Sub-Group Considerations

Following completion of the qualitative interviews, Hands for Impact undertook systematic coding and comparison of the interviews to determine whether any sub-groups experienced notably different outcomes. Despite expectations that variation might emerge, the analysis showed no material differences in the core outcomes reported across age, gender, ethnicity, or programme participation. Instead, the same material changes appeared consistently across the cohort.

In trying to ascertain why there were no clear differences in the outcomes experienced by our presumed subgroups, we have considered the following factors as potential reasons for this pattern:

Youth are engaging across a broad range of support and activities that are not narrowly segmented by age or gender

Rānui 135 operates an intentionally holistic and relational model, rather than a programme-segmented service. Young people frequently move across activities, age groups, and kaupapa, and are supported by multiple youth workers. This means taiohi do not experience isolated “programmes” but rather a coherent ecosystem of support.

Mixed-age and mixed-gender environments mean youth are exposed to similar relational practices, expectations, and role modelling. With the exception of Ta’ahine Toa (female leadership group) and Mates Way (male leadership group), all Rānui 135 programmes listed in Section 6.2 Outputs, are mixed gender and serve a broad range of ages. This structure reduces the likelihood that distinct sub-group clusters would emerge based on programme pathways.

Differences observed in the expression of outcomes, not the outcomes themselves

When searching for possible differences, we noted that although the type of change experienced was consistent, the expression of these changes differed by age, life stage, and personal context. For example, increased confidence may lead a younger participant to try new activities or speak more openly with friends, whereas an older participant may use this same confidence to attend a job interview or sit a drivers licence exam.

These distinctions reflect contextual variation, not different underlying outcomes. In the example of “Enabled to Progress Along Aspirational Pathways” the analysis has therefore measured and valued the change in ability to progress along their defined aspirational path, not the specific aspiration each young person pursues.

Early-engagement vs late-engagement taiohi showed different contexts, but similar material change

Another case we considered for a possible sub-group was to differentiate between taiohi who engaged with Rānui 135 from childhood (primary school/intermediate) and taiohi who started engagement in their teens. We found a similar scenario to the one described above, where the material outcomes remained consistent, but the specific expression of that outcome such as “enabled to pursue aspirations” could differ depending on the historical background context of the taiohi.

We noted that early-engaged youth tended to articulate long term future-oriented aspirations (e.g., tertiary study). This is considered to be a reflection of the positive support, or “scaffolding” surrounding the youth prior to their teens which meant their core focus was on staying the course, as opposed to course correcting.

Whereas later-engaged youth often described stabilising aspirations (e.g., re-engaging with education, entering apprenticeships). For some of the youth in this space, they described discovering Rānui 135 after experiencing challenges or setbacks in life, which prompted the taiohi to seek external guidance and support to overcome.

This acknowledges the differences within the youth cohort with regard to their developmental contexts, but again did not reveal differences in the material outcomes reported.

We have therefore treated taiohi aged 13-18 as a single material stakeholder group for the purposes of this SROI.

Stakeholder Inclusion/Exclusion Rationale for Outcome Measurement

Stakeholder group	Included/excluded in analysis?	Rationale / Level of inclusion
Taiohi aged 13-18	Included	Taiohi are the primary users of youth development services, making them the most material stakeholder in the SROI, with consistent engagement,

		the lives of the taiohi are likely to be significantly impacted. This is included in the Theory of Change, the Value Map and the qualitative narration of the report.
Youth workers	Excluded	Interviews with Rānui 135 youth workers (some of whom were prior taiohi participants) inform the Theory of Change as well as the narration about long-term outcomes which justifies the forecasting approach. However, outcomes for this group are not considered material for this SROI as the scope of the analysis is to understand the social value created for young people. Youth workers in Section 4.1 are categorised as 'Secondary', core to delivery of services and key enablers of youth outcomes.
Whānau	Excluded	Whānau were considered during the scoping phase, however, they did not meet the threshold of materiality for inclusion in this SROI for the following reasons: 1. During qualitative interviews, taiohi were asked whether their involvement with Rānui 135 had resulted in any noticeable changes for their parents or caregivers. Taiohi consistently reported minimal or no outcomes for whānau. 2. The focus of this analysis is to understand the social value created for youth. 3. Rānui 135 confirmed that their programmes and activities are not designed for or delivered to whānau, meaning parents and

		caregivers are not service users within the organisation's youth development model.
Community Partners	Excluded	The interview with Rānui 135's closest community partner Rānui Action Project, gave valuable insight into the importance of community support and active partnership between community providers, particularly where long term outcomes for youth in the community are concerned. While the outcomes for this group do not form part of the material outcomes considered within the SROI, the learnings gained have provided valuable insight and outcome validation and therefore is integrated into the narration of the report.
Funders	Excluded	Funding is critical for the delivery of services for Rānui 135, and therefore numerical information from funders has been considered within the inputs of the value map. However, outcomes for this group are not considered material for this SROI as the scope of the analysis is to understand the social value created for young people. Funders in Section 4.1 are categorised as 'Tertiary', key enablers of youth outcomes through external support, collaboration and investment.

Appendix D. Stakeholder Interview Guides

Interview / focus group guide for primary stakeholder engagement

Interview / Focus Group Sections	Questions
Background / Relationship to Rānui 135	• What do you like about living in Rānui? • How do you and your friends enjoy spending time? • Would you like to tell me a little bit about yourself? (E.g. interests, school, whānau, things you enjoy doing) • How long have you been coming to Rānui 135 (or participating in this programme)? • What first made you want to get involved?
Experience of the Programme	• What do you usually do when you come to Rānui 135? What do you like most about being here? • What were you hoping would change or be different for you when you started? • Can you tell me about your journey here – from when you first started to now? What stands out to you?
Changes Experienced (Outcomes) Rationale: Exploring perceived changes, “chains of events,” and capturing impact	• What has changed for you since you started coming here? • (Prompts: In yourself, in your relationships, in your whānau, school, work, community?) • Can you give an example of something you do differently now, or how you feel differently? • Was there a moment when you first noticed these changes? What happened next? • Can you talk about which changes happened first, and what led to others? • Were there any changes that weren't so good, or that surprised you? • Were there any unexpected or negative changes?
Exploring Value & Meaning	• Of all the changes you've mentioned, which feel most important to you? Why?
Deadweight	• If you hadn't come to Rānui 135, do you think these changes might have happened anyway? (Why/why not?)

Attribution	• To what extent do you think these changes happened because of Rānui 135 • Did anyone else help you with these changes (apart from Rānui 135)? (E.g. friends, whānau, teachers, other services?)
Displacement	• Are there other places or people who might have supported you in a similar way?
Duration & Looking Ahead	• How long do you think these changes will last? • Where do you think you'll be a year from now? Do you think any of these changes will last or fade away? • If you were to stop coming here, how long do you think the changes you talked about would last? • Have your plans or hopes for the future changed since starting here? If so, how?
Broader Impacts Rationale: Understanding ripple effects, wider benefits, or indirect outcomes.	• Has anything changed for your whānau/family as a result of your involvement? • Do you think your participation here has affected your friends, school, or wider community in any way? • Are there any other changes you want to mention that we haven't talked about?
Closing Questions	• Is there anything else you'd like to share about your experience? • Are there other supports you wish you had, or ways Rānui 135 could be more welcoming or helpful to you or your friends? • What advice would you give to someone new joining this programme?

Interview guide for secondary stakeholder engagement

Interview / Focus Group Sections	Questions
Background & Motivation	• Would you like to tell me a bit about yourself - background/skillset? • Why/how did you become a youth worker/Role? • What do you enjoy most about your role? • What are some of the challenges/struggles in youth

	work? • What has changed in your life as a result of being a youth worker/Involved with Rānui 135?
Understanding Taiohi Needs & Engagement	• Experience: When youth come to Rānui 135, what are some of the things they might be looking to do or experience? • Aspiration: What about key aspirations for youth? What might they be wanting to achieve? • Strengths & Resources: What do you see as the key strengths for youth and their whānau in your community? Are there particular areas where further support or resources could help them to thrive? • How does Rānui 135 recognise and build on those strengths? Or provide those resources? • Access: What could make it even easier or more welcoming for youth and whānau to engage with Rānui 135 or access support when they want it? • What percentage or segment of the local youth population does Rānui 135 serve?
Programme Delivery	• Can you tell us a bit about the programme(s) you are involved with? ◦ <i>Who is it for? Age?</i> ◦ <i>What is it trying to achieve?</i> ◦ <i>Programme design/delivery approach?</i> ◦ <i>Number of youth?</i> • What does a typical journey through the programme look like for a young person? • What does success look like for young people attending? How would they define it? And how do you celebrate the different ways youth grow or achieve their goals? • Every journey is unique. Can you share some of the different pathways that youth take through the programme? • What supports are in place to ensure they gain value from their time with you, regardless of how long they participate?

Observed Outcomes & Impact	• What outcomes have you observed for youth & their whānau through participation? • Intended outcomes? • Surprises? Unintended outcomes? • Of those outcomes, or any others that spring to mind, do any of them seem to have a particularly long-term impact? More than the others? • Are there any things that signal to you that change is happening for young people after the programme ends? (Any feedback, stories, signs?)
SROI-Specific Questions	Establishing Impact <i>Duration</i> • How long do these changes last? ◦ What are the early signs of change (short-term)? ◦ Do they develop into medium or long-term outcomes? Have you heard from past participants? What are they up to now? (evidence of long-term outcomes) <i>Deadweight (what would have happened anyway)</i> • Do you think any of these changes would have happened without Rānui 135? ◦ <i>Prompt: Were the youth already on this path, or did the programme help shift something? Were you already on this path?</i> • How do you think your life would be different if you hadn't joined Rānui 135? What about the youth? <i>Attribution (Who else contributed?)</i> • What else could have led to these changes? • Do others contribute to these outcomes? • What other services are available for taiohi? • Would whānau or taiohi use those services?

	<i>Displacement</i> • Have there been any unintended effects on others outside the programme?
Identifying Potential Stakeholders	• Have you seen Rānui 135 create change in others (e.g., whānau, peers, community members)? What happened? • Who else do you think we should speak to about the impact of this mahi?

Appendix E. Apportioned Operational Expenses

Analysis of Expenses	2024 Cost	Apportioned Share (%)	Apportioned Share (\$)
Accounting	\$13,244	50%	\$6,622
Catering	\$2,233	50%	\$1,117
Events	\$3,776	50%	\$1,888
Insurance	\$6,436	100%	\$6,436
IT costs	\$2,236	100%	\$2,236
Koha	\$100	100%	\$100
Mobiles & Internet	\$1,795	100%	\$1,795
Motor Vehicle Expenses	\$6,636	50%	\$3,318
Office Expenses	\$13,069	70%	\$9,148
Rent	\$21,647	100%	\$21,647
Subscriptions	\$5,330	100%	\$5,330
Travel - National	\$447	50%	\$224
Total Operational Expenses	\$76,949		
Apportioned Share Attributable to our Cohort:			\$59,860

Appendix F. Pre-scoping Questionnaire

The process for Establishing Scope

To establish the scope, Hands for Impact requested a pre-scoping questionnaire (see below) to be completed via Google Forms to help gather background information on the organisation and define the purpose of the analysis and scope of activities. It also gave the organisation an opportunity to share any relevant documents to support the analysis.

Hands for Impact™: Establishing Scope Questionnaire

Establishing the scope is the first step of an SROI analysis - it defines what you want to achieve, why it matters, and what resources are available.

During our Establishing Scope Hui, we will work with you to answer key questions to define the scope of your organisation's SROI analysis. To make the most of our session, we encourage you to answer the questions in advance. However, if anything is unclear or you prefer to discuss them verbally, simply note 'To discuss in hui', and we will address it together.

Questionnaire Response Table

Scoping Question	Response
Section 1: Organisational Information	
1. Organisation name	
2. Key contact (name & contact details)	
3. Additional contacts (name/role/contact details) Please provide details of any other team members in your organisation who may support this mahi and assist in completing the SROI analysis.	
Section 2: Analysis Purpose	
4. What is the main goal of this analysis? What is driving your decision to begin this process now? Are there specific motivations, such as strategic planning, funding requirements, or other organisational priorities?	
5. Who will use or benefit from this analysis, and how will the findings be communicated?	
6. What time period will this SROI analysis cover? You may have a specific programme you want the analysis to cover (e.g., a 6-month employment course) or a financial reporting	

period. This depends on your organisation's goals or funder requirements. Please specify the period you want to assess.	
Section 3: Background Information Having a clear understanding of your organisation's activities, goals, and the scale of the issues it seeks to address is essential for defining the scope.	
7. What are your organisation's aims and objectives?	
8. How do your organisation's activities lead to meaningful change/impact (i.e., Theory of Change)? Please upload any relevant documents in the File Upload section at the end of the questionnaire.	
Section 4: Scope of Activities Setting clear boundaries for the activities included in the analysis is crucial to ensure alignment with your organisation's goals and priorities while maintaining a balance between the depth and feasibility of our study.	
9. What activities will this analysis focus on? Are there specific programmes that you want to focus on? These could be linked to your organisation's strategic goals, funding requirements, or key priorities.	
10. Who are the primary stakeholders (i.e., youth) that this analysis will focus on? Consider the number of stakeholders your organisation serves, available demographic data (age, gender, ethnicity, priority needs), priority age range, type of engagement (e.g., intensive vs. drop-in), and average duration of engagement.	
11. What financial and staffing resources influence your organisation's capacity to support your primary stakeholders?	

Consider the number of paid staff and volunteers, estimated stakeholder engagement based on the current budget, staffing limitations affecting service delivery, programs at risk due to funding instability, and any additional resources or funding needs.	
12. What partnerships or external organisations contribute to your work, and how do they influence your organisation's impact? Consider the number of partner organisations, their roles in service delivery, and any other external contributions.	
Section 5: Additional Information	
13. Does your organisation have a youth protection/disclosure policy? If yes, please upload a copy in the File Upload section below or inform us, as it helps guide our ethical approach to youth engagement.	
File Upload Please upload any additional information/relevant documents that could further support our mahi. For example, annual reports, funding/grant applications, theory of change models, impact evaluations, participant surveys/testimonials etc.	

Appendix G. Follow Up Validation of Taiohi Outcomes

Survey Questionnaire

Section A: About You

1. How old are you? _____

2. Gender identity (tick one):
 - Male
 - Female
 - Non-binary
 - Prefer not to say
 - Other: _____

3. Ethnicity (tick all that apply):
 - Māori
 - Samoan
 - Tongan
 - Cook Islands Māori
 - Niuean
 - Tokelauan
 - Fijian
 - Pākehā / NZ European
 - Asian
 - Other: _____

4. How long have you been involved with Rānui 135? (tick one):
 - Less than 6 months
 - 6-12 months
 - 1-2 years
 - 2-3 years
 - 4-5 years
 - 5+ years

5. Which Rānui 135 programme(s) have you been part of in the past 5 years? (Tick all that apply)
 - Tukutaula Punga

One-on-One Mentoring
 Mentoring for Boys / Mates Way
 Mentoring for Girls
 IndiGenius
 Ta'ahine Toa
 Sports Camp
 Realize
 Other _____

Section B: Your Experience at Rānui 135

6. For each of the statements below, please tell us how much things have changed for you since being part of Rānui 135.

Scale:

- **1 = No change** – Nothing has really changed for me.
- **2 = A little change** – A small difference, but not much.
- **3 = Some change** – I've noticed improvements, but not in every area.
- **4 = Quite a lot of change** – Things have improved a lot for me.
- **5 = A very big change** – Things are totally different in a really positive way.

I feel more cared for, seen, and heard by the people around me.

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

I have developed relationships with others that feel positive and supportive.

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

I feel more connected to and part of Rānui 135.

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

I feel more connected to the wider Rānui community.

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

I feel a stronger desire to give back or contribute to my community.

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

I feel more confident in myself and what I can do.

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

I am more likely to set goals or think about what I want to achieve.

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

I feel more motivated or ready to pursue education, training, or employment pathways.

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

I've made progress toward important milestones.

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

I feel more able to show leadership.

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

Section C: Open Questions

7. What is the most important change you have experienced because of Rānui 135? Any I have missed?

8. Do you go to any other place for support?

9. Is there anything else you would like to

Outcome Survey Responses

	I feel more cared for, seen, and heard by the people around me	I have developed relationships with others that feel positive and supportive	I feel more connected to and part of Rānui 135	I feel more connected to the wider Rānui community	I feel a stronger desire to give back or contribute to my community	I feel more confident in myself and what I can do	I am more likely to set goals or think about what I want to achieve.	I feel more motivated or ready to pursue education, training, or employment pathways	I've made progress toward important milestones	I feel more able to show leadership
5 Score	8	10	9	6	5	9	6	7	7	6
4 Score	4	3	4	4	5	4	7	5	6	5
3 Score	1	0	0	3	3	0	0	1	0	2
2 Score	0	0	0	0	0	0	0	0	0	0
1 Score	0	0	0	0	0	0	0	0	0	0
Average Score	4.5	4.8	4.7	4.2	4.2	4.7	4.5	4.5	4.5	4.3
% High Change (4-5)	92.3%	100.0%	100.0%	76.9%	76.9%	100.0%	100.0%	92.3%	100.0%	84.6%
% Medium Change (3)	7.7%	0.0%	0.0%	23.1%	23.1%	0.0%	0.0%	7.7%	0.0%	15.4%
% Low Change (2)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
% No Change (1)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%