

**Do good, better.**



**Gandhi Nivas**  
Serving our families

# Gandhi Nivas

ImpactLab GoodMeasure Report  
October 2021

**ImpactLab**  
**GoodMeasure Report**

Wellington, New Zealand

Prepared for:  
Gandhi Nivas

October 2021

**ACKNOWLEDGEMENTS**

We would like to thank Ranjna Patel, Rakesh Naidoo, Sucharita Varma, Mark Vella, and the entire Gandhi Nivas team who contributed to the preparation of this report by sharing their values, processes, evidence and experience.

**Enquiries to:**  
ImpactLab  
187 Featherston Street  
Wellington  
info@impactlab.co.nz



## Simplifying social impact measurement

I had the privilege in public life to work with people who understood the need for positive change in the lives of those around them and worked hard to achieve it.

Our social services do a tremendous job of bringing positive change to our most deserving individuals and communities. These organisations are built by volunteers and community workers who dedicate their lives to helping others.

Social service workers can see the positive impact of their work. Children thriving, families united, jobseekers in new employment and people empowered to change their life course.

With more tools they could do more good. I want to help them by finding ways to make sure that effort is recognised, results are measurable and they can make decisions about how to do more good.

ImpactLab grew from a desire to make available to community organisations tools that use the power of public information and the latest technology, so these organisations can change more lives.

By measuring social change and positive outcomes, ImpactLab enables charities and social service providers to speak the language of funders, investors and governments.

It has been a pleasure to work with Gandhi Nivas to learn how this organisation changes lives throughout Auckland.

Calculating social value helps inform decision making and investment and enables you to do good, better.

Thank you for joining us on this journey.



**Sir Bill English**  
ImpactLab Chairman

## Contents

Who we are	3
Understanding social value	4
How we measure social value	5
Gandhi Nivas' people	8
The change journey	9
Outcomes map	10
GoodMeasure results summary	11
GoodFeatures	13
References and further reading	14
GoodMeasure summary sheet	15
GoodMeasure for Gandhi Nivas	16
Appendix	17



## Who we are

The team at ImpactLab share the goal of helping all organisations do good, better.

### Our story

Our team at ImpactLab has seen the power of understanding social change. Our founders came together working in the public sector, where we led the development of new processes to link social value measurement with decision making. We believe that all organisations should be able to understand and improve their social impact. Our mission is to help impact creators and investors make decisions that change more lives.

### Our team

To make better decisions, it's crucial to consider both the hard facts and the human stories that substantiate them. Our family of researchers, data scientists and statisticians are committed to combining powerful analytics with what you know works for your community.

Alongside expertise in data-driven decision making, our team brings a wealth of real-world experience. We are parents, teachers, volunteers and customers of social services.

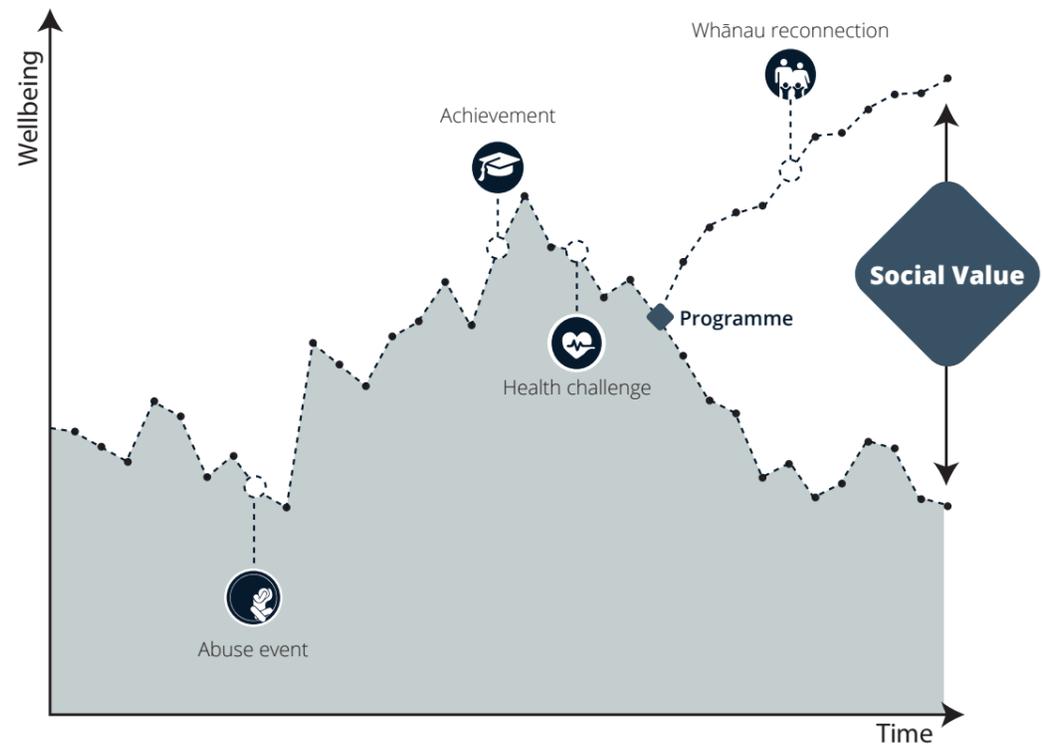
### Our partners

ImpactLab is proud to be partnering with trust company Perpetual Guardian. Together we are using GoodMeasure to improve strategic grantmaking and support collaboration with grantees by applying a consistent measurement framework.



“The strength of ImpactLab is a real depth of experience in a public policy context. They understand what evidence would be helpful to enable us to make decisions for the future”

- Debbie Sorenson, CEO, Pasifika Futures



## Understanding social value

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

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

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

To calculate social value, we combine these impact values with

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

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

# How we measure social value

Our consistent approach to measurement enables comparisons across wellbeing domains and over time.

## Map programme dimensions

ImpactLab engages with providers to understand their people, their service and the outcomes they seek to achieve.

## Clean and analyse data

ImpactLab uses the best of data about people's lives to understand what works, for whom, at what cost. We combine publicly available insights from the NZ Treasury, NZ Statistics and other sources. Impact values produced using Statistics NZ's Integrated Data Infrastructure are a particularly valuable resource. The IDI is a dataset containing information on every New Zealander about many areas of their lives – education, health, social welfare, employment and others. It's anonymised, so we can't identify anyone. This adds up to over 166 billion facts, for nine million New Zealanders (some have left the country, and some have passed on), for more than a generation of us.

## Collect and synthesise literature

ImpactLab draws on the best academic impact literature from around the world. We access globally screened evidence from top universities and governments to estimate how impactful a programme can be. We also identify service delivery model features associated with the most effective programmes.

## Calculate impact

Our algorithm combines New Zealanders' life experiences, with the wisdom about what works from the brightest minds across the world, with what we know about need in communities.

This combination of system level insights and grassroots know-how means we can consistently calculate the expected impact of a programme, and the social return on investment.

## Map social value to frameworks

Because we start with individuals' experience, we can organise our insights into the relevant government and international frameworks. The New Zealand Treasury's Living Standards Framework (Living Standards Framework) is the Treasury's way of systematising wellbeing. It has four 'capitals' – social capital, financial and physical capital, human capital and natural capital. ImpactLab's GoodMeasure tool links the social value and return on investment created to domains within human capital.

We can also map social value and return on investment to the relevant OECD Sustainable Development Goals.



**Period in scope**  
Jan 2018 – Dec 2019

Participants	
Participant type	# of participants
Main clients	650
Partners	443
Children	411
Other family members	352
<b>Total number of individuals</b>	<b>1,856</b>

# Gandhi Nivas' people

Gandhi Nivas provides early intervention and prevention services for New Zealand men identified as at risk of committing harm in the family home. The service supports men to change their behaviour, reducing the likelihood of family violence and increasing safety for families.

Family violence is a major social problem globally, disempowering and paralysing women physically, psychologically, sexually and economically. In New Zealand, family violence is largely hidden due to its nature. In particular, ethnic communities view family violence as a private matter. Shame, loss of face and fear of ostracism from the wider family and community usually hinder reporting and subsequent early intervention. Although there are organisations that cater to the needs of women and children, there is a need to involve men from these communities in prevention strategies. There is also little help with early intervention and counselling in situations of family violence.

Gandhi Nivas was established in 2014 in partnership with Total Healthcare PHO and Counties Manukau Police to provide accommodation, risk assessment and therapy for men involved in family violence who have been served with a police safety order. The need for such a service was identified based on the findings by Police that many ethnic men served with a Police Safety Order (PSO) would either sleep in their cars or in a motel, which caused them financial strain. It was observed that they would come home angry and that violence would escalate.

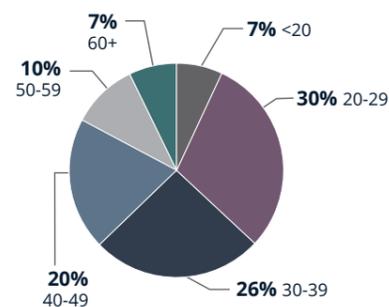
Gandhi Nivas was set up in order to provide a conducive environment for men to 'cool down.' These men are also provided with counselling services, practical supports and care plans that aim to keep women and children safe. The service recognises the impact of family violence on all members of a household, family or wider community by allowing participants to define their family group – the system that people identify as belonging to – all of whom can receive holistic support.

The respite model that Gandhi Nivas operates facilitates better outcomes for perpetrators and victims. By providing immediate withdrawal from the environment and situation that led to an incident of family violence, perpetrators are able to more effectively address their behaviour and consider the triggers that led to the event. For victims, remaining in their homes allows them to maintain access to their natural support networks and avoid the trauma of being displaced from their family home. The immediacy with which Gandhi Nivas provides support to families ensures that the healing process can start before the damage sets in.

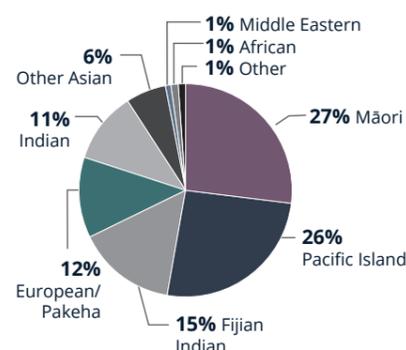
Strong developmental frameworks are in place to ensure that Gandhi Nivas staff have adequate support. These include regular review periods, external training across multiple themes such as motivational interviewing and the Tree of Life, clinical supervision and wellness respite, and personal development workshops. A Massey University longitudinal study has been conducted on Gandhi Nivas and its model, the findings of which have informed the development of the service and provided an ongoing evaluation basis from which to better serve communities.

This GoodMeasure Report estimates social impact for the families supported at Gandhi Nivas' Otahuhu location.

## Age



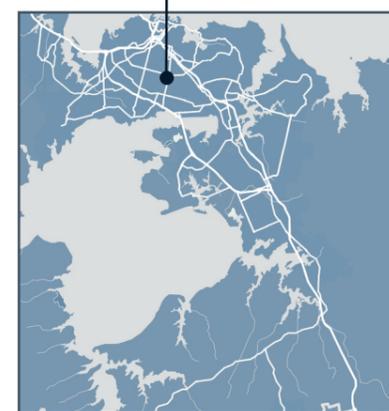
## Ethnicity\*



\*Self-identified ethnicity, main clients only, source: Morgan, M. et al, Massey 2020

## Location

Otahuhu, Auckland



# The change journey

Gandhi Nivas work to provide early intervention and prevention services to people identified as at risk of committing family violence in order to help them change their behaviour, reduce the likelihood of family violence and increase safety for families.

## Build support structures

Gandhi Nivas and New Zealand Police built a relationship and designed a collaborative approach to supporting men and their families through the provision of safe, temporary accommodation and long-term follow-up care plans.

PSOs serve to temporarily enhance the safety of protected persons, including children, by requiring the person police identify as the primary aggressor to leave the home they share with protected persons.

Gandhi Nivas houses are open 24/7 and men (clients) can arrive at any point of the day or night to request support.

- Each location provides accommodation for a maximum of 12 people at any given time with facilities for sleeping.
- Each location accommodates for the daily needs of clients, with basic necessities supplied.
- Each location has a meeting room where therapy and counselling are available.

Upon arrival, police and case workers fill out the referral form with the client and seek information about the incident.

## Tailor intervention and support

Client attends an orientation where:

- The house rules are explained.
- A needs assessment is conducted.
- Counselling appointments are arranged.
- Coordination with case worker is established.

Practical support is provided, and immediate needs are addressed.

A care plan is established for both the man and his family/support network. Men may define who falls within their family group or support network.

Clients are connected with WINZ, Doctor's appointments, and employment and budgeting services if needed.

Gandhi Nivas has a wide range of therapeutic and evidence-based therapies and interventions from which to support people, these include:

- Cognitive-Behavioural Therapy (CBT).
- Person-centred therapy/family therapy.
- Creative therapy.
- Anger/Non-violence programmes.
- Motivational Interviewing & addiction support.
- GP visits and healthcare support.

## Resource families for long-term change

Gandhi Nivas ensures that victims remain in their homes with access to their support networks.

Cultural models underpin participation, with the Fonofale and Te Whare Tapa Whā frameworks bolstering engagement, especially when identifying issues affecting families.

Gandhi Nivas build strong relationships with third-party organisations and refers clients and their families to the support that they need.

The Gandhi Nivas team ensure that referrals are successful by working with their clients at every step of the process.

Some referral partners that Gandhi Nivas has within its network are:

- Sahaayta Counselling and Social Services.
- WINZ.
- GP and medical services.
- Budgeting and employment services.
- Legal and translation services.

Families are empowered to feel safe and secure in their homes and communities.

# Outcomes map

The outcomes that Gandhi Nivas aims to achieve and how these are reflected in the GoodMeasure calculation.

## Referral channels



## Client description

Perpetrators and victims of family violence across the Auckland region

## Intervention structure

Build support structures

Tailor intervention and support

Resource families for long-term change

## GoodMeasure outcomes

These outcomes directly contribute to this year's social value calculations.

- Improve physical health
- Improve mental health
- Improve housing
- Increase academic achievement
- Increase employment
- Reduce risky behaviour
- Reduce asthma
- Reduce addiction
- Reduce family violence
- Reduce offending
- Reduce victimisation
- Reduce child placement

## Additional outcomes

These outcomes do not directly contribute to this year's social value calculations.

- Improve parent-child relationship
- Improve partner relationship
- Increase family cohesion
- Increase social connectedness
- Increase emotional regulation

# GoodMeasure results summary

In the period in scope, Gandhi Nivas delivered \$15,627,480 of measurable good to society in New Zealand.

Gandhi Niva's real-world value is even greater than this, as some outcomes such as increased social connectedness cannot yet be directly quantified with available data.

When we consider the operating costs of Gandhi Nivas, we can calculate the social return on investment that is generated for every dollar that is invested in the programme.

Social value generated for each participant:	\$12,726
Measurable benefits as proportion of programme cost:	1280%
Cost of the programme per participant:	\$657

The Living Standards Framework is a practical application of national and international research around measuring wellbeing.

It was designed drawing from the Organisation for Economic Co-operation and Development's (OECD) internationally recognised approach, in consultation with domestic and international experts, and the NZ public.

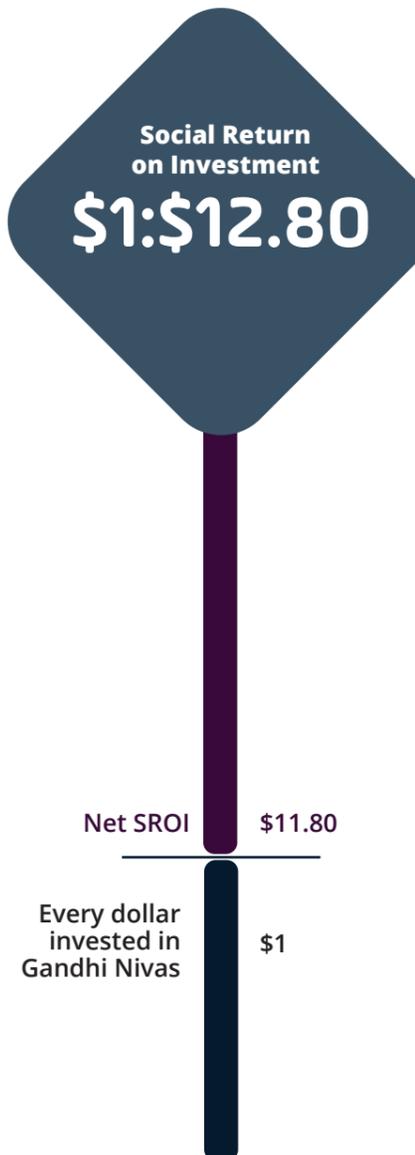
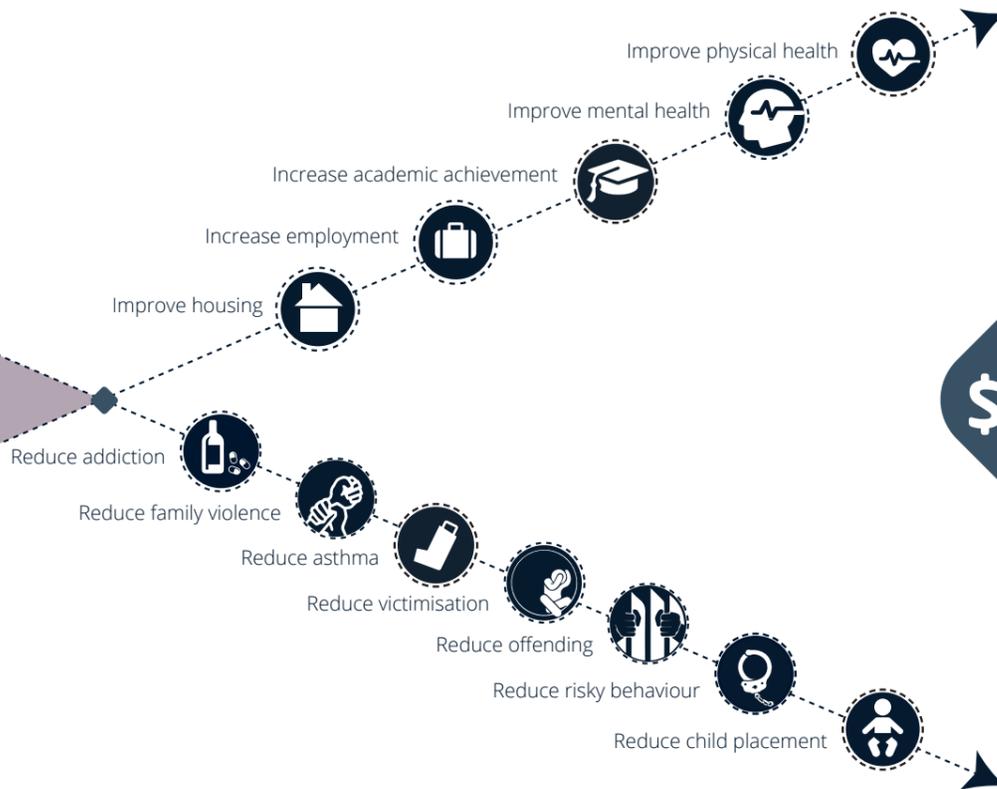
## Definitions

**Jobs and Earnings:** People's disposable income

**Income and Consumption:** Freedom from unemployment

**Health:** People's mental and physical health

**Safety:** People's safety and security and freedom from risk of harm



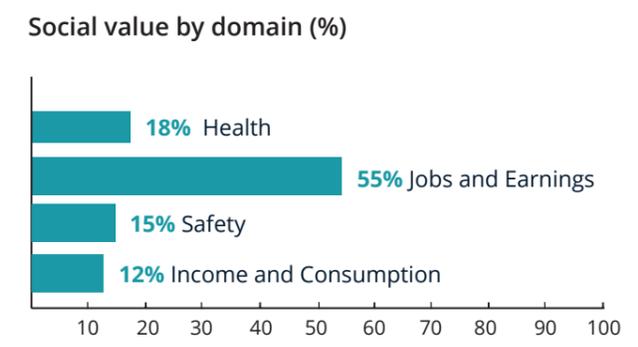
This means that every dollar invested in Gandhi Nivas, delivers **\$12.80** of measurable good to society in New Zealand.

(Jan 2018 - Dec 2019)

## Social value breakdown

Gandhi Nivas creates social value across different aspects of people's lives.

This chart shows the breakdown of social value created according to the Living Standards Framework. Each domain highlights a different aspect of wellbeing.



# GoodFeatures

GoodFeatures are actionable insights drawn from literature. Research has connected these actions with positive outcomes for participants.

Use GoodFeatures to prompt discussion about your programme and service delivery compared to examples of effective practice from international literature.

## ◆ Family first

- The programme relocates perpetrators of domestic violence and supports victims to remain in their homes.
- The programme provides and integrates perpetrator and victim support.
- The programme includes anger management and non-violence support.
- The programme includes motivational interviewing as a pre-treatment preparation strategy for partner-violent men.
- The programme recognises that relationships between facilitators and participants are a key determinant of a successful intervention. Programme management carefully allocates the necessary time for each caseload.
- The programme provides continuity of support for victims experiencing domestic violence.

## ◆ Community care

- The programme considers and addresses the social network that people are embedded in, including their family, whānau, and community.
- The programme challenges gender roles and stereotypes in order to change men's attitudes and behaviours towards women.
- The programme advocates for community involvement and uses community outreach.
- The programme provides support to perpetrators and victims as soon as is possible.

## ◆ Identify and support

- The programme is strengths-based.
- The programme uses screening criteria and targets interventions towards those assessed as being at higher risk for perpetrating family violence.
- The programme includes a substance abuse component that is interactive in that it emphasises the exchange of ideas, teaches drug refusal skills and encourages feedback and constructive criticism in a non-threatening environment.

## ◆ Culturally informed

- The programme recognises different definitions of health and wellbeing, facilitates choice around treatment approaches, and presents these choices in culturally relevant and responsive formats.
- The programme ensures that interventions involve a planned, organised, iterative, and collaborative process that includes the participation of people from the targeted population for whom the intervention is being developed.
- The programme uses client navigators that are matched based on cultural competence.

# References and further reading

In compiling our reading lists we consider a wide variety of topics, focussing on specific aspects of service delivery or outcome attainment. Here are a selection of readings that may be of interest.

- Baker, G.** "Effectively involving men in preventing violence against women." *New Zealand Family Violence Clearinghouse*, University of Auckland, 2013.
- Clarke, A. et al.** "Making Safe: A Coordinated Community Response to Empowering Victims and Tackling Perpetrators of Domestic Violence." *Social Policy and Society*, 2013, pp. 1-14.
- Fetsch, R.J. et al.** "The RETHINK Parenting and Anger Management Program: A Follow-Up Validation Study." *Family Relations*, vol. 57, 2008, pp. 543-552.
- Hackett, S. et al.** "The Therapeutic Efficacy of Domestic Violence Victim Interventions." *Trauma, violence & abuse*, vol. 17, no. 2, 2016, pp. 123-32.
- Herbert, A. M. L.** "Whanau Whakapakari: a Māori-centred approach to child rearing and Parent-training programmes" (Thesis, Doctor of Philosophy (PhD)). *The University of Waikato*, Hamilton, New Zealand. 2001.
- Kelly, K.J. et al.** "Exploring the roles, functions, and background of patient navigators and case managers: A scoping review." *International journal of nursing studies*, vol. 98, 2019, pp. 27-47.
- Morgan, M. et al.** "Gandhi Nivas 2014-2019: A statistical description of client demographics and involvement in Police recorded Family Violence occurrences." *Palmerston North, Aotearoa New Zealand, Massey University*, 2020.
- Mossman, E. et al.** "Evaluation of the family violence Integrated Safety Response pilot." *Social Policy Evaluation and Research Unit (Superu)*, 2017.
- Musser, P.H. et al.** "Motivational interviewing as a pregroup intervention for partner-violent men." *Violence and victims* vol. 23, no. 5, 2008, pp. 539-57.
- Olver, M.E. et al.** "A meta-analysis of predictors of offender treatment attrition and its relationship to recidivism." *Journal of consulting and clinical psychology*, vol. 79, no. 1, 2011, pp. 6-21.
- Paulin, J. et al.** "An Evaluation of the Ministry of Justice-funded Domestic Violence Programmes." *Artemis Research*, 2018.
- Pennebaker, D et al.** "South Metro Men's Respite: An innovative service for violent men." *Australasian Psychiatry*, vol. 10, 2002, pp. 20-23.
- Scott, K. et al.** "Intervening to Prevent Repeat Offending Among Moderate- to High-Risk Domestic Violence Offenders: A Second-Responder Program for Men." *International Journal of Offender Therapy and Comparative Criminology*, vol. 59, no. 3, 2015, pp. 273-294.
- Stover, C. et al.** "Integrating intimate partner violence and parenting intervention into residential substance use disorder treatment for fathers." *Journal of substance abuse treatment*, vol. 81, 2017, pp. 35-43.
- Tully, L.A., et al.** "Examining Practitioner Competencies, Organizational Support and Barriers to Engaging Fathers in Parenting Interventions." *Child Psychiatry Hum Dev*, vol. 49, 2018, pp. 109-122.



Whether you're funding change-making organisations or delivering the services that make a difference, GoodMeasure simplifies impact measurement so you can learn what works and make a bigger impact.

We take great pride in providing a research process that our customers can trust. GoodMeasure's power comes from calculations using multiple reputable data sources, including the Living Standards Framework. GoodMeasure also uses the best of the worldwide evidence about what works. This includes published literature and evidence databases from world renowned academics and impact organisations.

### Understanding social value

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

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

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

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

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

### Contact us

[www.impactlab.co.nz](http://www.impactlab.co.nz)

[info@impactlab.co.nz](mailto:info@impactlab.co.nz)

### Our team

To make better decisions, it's crucial to consider both the hard facts and the human stories that substantiate them. Our family of researchers, data scientists and statisticians are committed to combining powerful analytics with what you know works for your community.

Alongside expertise in data-driven decision making, our team brings a wealth of real-world experience. We are parents, teachers, volunteers and customers of social services.

**||** Helping you do good, better.

## GoodMeasure for Gandhi Nivas

### Understanding Gandhi Nivas' Impact

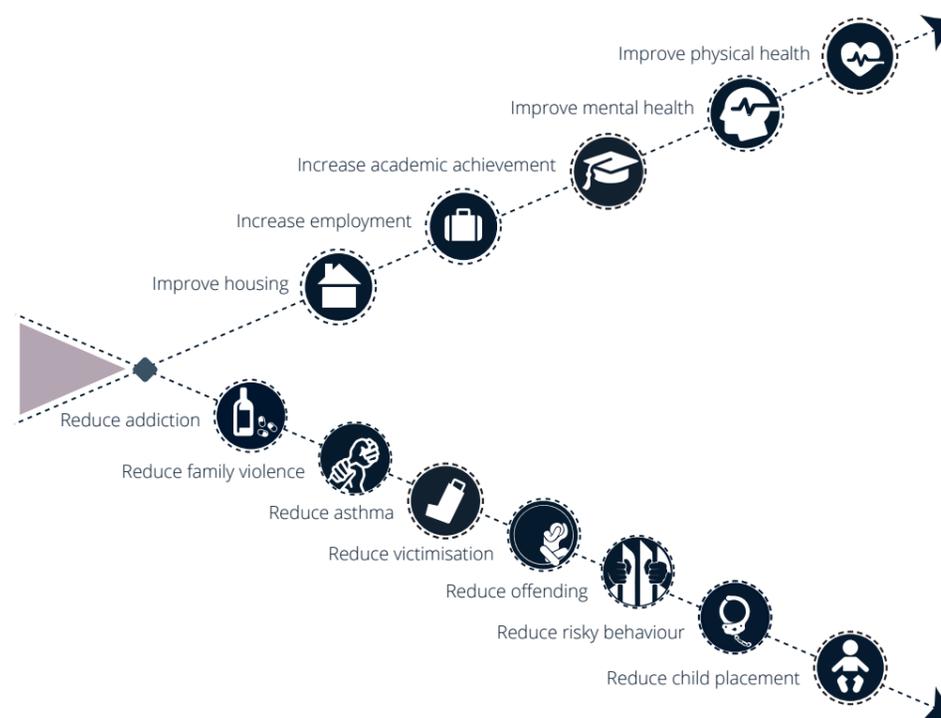
Gandhi Nivas provides comprehensive support to the perpetrators and victims of family violence. By providing timely, residential support that allows the victim to remain in their home and with access to support networks, Gandhi Nivas is providing family violence support that makes a difference to families across Auckland.

### What does Gandhi Nivas do?

Gandhi Nivas provides early intervention and prevention services for New Zealand men identified as at risk of committing harm in the family home, in order to help them change their behaviour, reduce the likelihood of family violence and increase safety for families.

### Whom does Gandhi Nivas serve?

This GoodMeasure report focuses on Gandhi Nivas' Otahuhu location. Gandhi Nivas provides support across 3 Auckland locations. Comprehensive support is provided to the whole family unit, and both perpetrators and victims alike.



### GoodMeasure outcomes

*These outcomes directly contribute to this year's social value calculations.*

- Improve physical health
- Improve mental health
- Improve housing
- Increase academic achievement
- Increase employment
- Reduce risky behaviour
- Reduce asthma
- Reduce addiction
- Reduce family violence
- Reduce offending
- Reduce victimisation
- Reduce child placement

### Additional outcomes

*These outcomes do not directly contribute to this year's social value calculations.*

- Improve parent-child relationship
- Improve partner relationship
- Increase family cohesion
- Increase social connectedness
- Increase emotional regulation

## Gandhi Nivas' impact

**Social Value**  
**\$15,627,480**

### Social value definition

Social value generated for each participant	\$12,726
Measurable benefits as proportion of programme cost	1280%
Cost of the programme per participant	\$657

When we take into account the operating costs of Gandhi Nivas, we can calculate the social return on investment that is generated for every dollar in the programme.

**Social Return on Investment**  
**\$1:\$12.80**  
Every \$1 invested in Gandhi Nivas results in \$12.80 returned to NZ (Jan 2018 - Dec 2019)

# Appendix

Below is a list of definitions of key terms contained in this report.

## Amount invested

---

The dollar amount that has been invested in a specific programme, in New Zealand dollars.

## Cost per person

---

The dollar amount invested in the programme divided by the number of people supported by the programme (including those who did not successfully complete it).

## Domain

---

A domain is a way of dividing or filtering the subject and outcome material in your ImpactLab results. ImpactLab refer to domains as per the New Zealand Treasury's Living Standards Framework domains.

## Population

---

The group of people supported by the programme, in terms of age, gender, and ethnicity.

## Programmes

---

The services delivered by the provider for the amount invested.

## Social ROI

---

This is the Social Return on Investment. It is calculated by comparing the social value generated by the programme to the amount invested in it.

## Social Value

---

The social impact in dollar terms that the amount invested achieves for participants over their lifetime. The social value is calculated by combining impact values with a service delivery quality score, the size of the opportunity to support a population, and the number of people supported.

## Attribution

---

Some data and information used in the Social ROI calculations is licensed under a Creative Commons Attribution 4.0 International (CC BY 4.0) Licence. It is attributed to the NZ Treasury.

## Disclaimer

---

This disclaimer sets out important information about the scope of our (ImpactLab Limited) services. It should be read in conjunction with the contract that we have entered into with you (or your company/organisation) for our services, including the applicable terms and conditions.

We have endeavoured to ensure that all material and information on GoodMeasure, including all ROI calculations and impact numbers (together the information) is accurate and reliable. However, the Information is based on various sources, including information that you have provided to us, which we do not independently verify. Accordingly, we do not provide any representations or warranties in relation to any information, including any representations or warranties relating to the accuracy, adequacy, availability or completeness of the information or that it is suitable for your intended use. We do not provide advice or make any recommendations in relation to decisions, financial or otherwise, that you may make.

