NZ Post – Delivering for Good

Guide for measuring impact

NZ**Post**

Purpose

The purpose of this Guide is to help you measure your impact for the Delivering for Good programme. The programme focuses on organisations that align with NZ Post's community strategy of improving connection, belonging, and inclusion.

	Increased sense of belonging
Theme	This emphasizes the emotional and psychological feeling of being an integral and valued member of a group, community, or larger social context. It is about feeling connected to others (social connection) and being recognized, valued, and included within a social context (inclusion). This concept encapsulates the overall experience of being a part of a community and having a place where one feels they truly belong.

	Increased sense of social connection	Increased sense of inclusion
Dimensions	This refers to an individual's perception of having meaningful and positive relationships with others. It is about feeling emotionally close to other people, forming bonds, and experiencing a sense of companionship, support, and camaraderie.	This pertains to an individual's perception of being accepted, valued, and respected as a part of a group or community. It focuses on the involvement in decision-making processes, activities, and opportunities, ensuring that individuals are not excluded or marginalized based on their characteristics or backgrounds.

Why do we measure impact?

Impact measurement helps us to answer 4 universal questions:

Are we doing what we said we would do? (Internal validity)	**Are we doing things well?** (Quality assurance)	**Are we making any difference and to whom?** (Impact)	**Are these the right things to do?** (Strategic relevance and learning)

Without an understanding of our impact, we do not know if anything we do really makes a difference, or to whom.

Impact measurement is a mindset, not a set of processes:

Impact measurement is _not_ simply about introducing processes and procedures, and collecting data at the end of the year or at the end of your programme
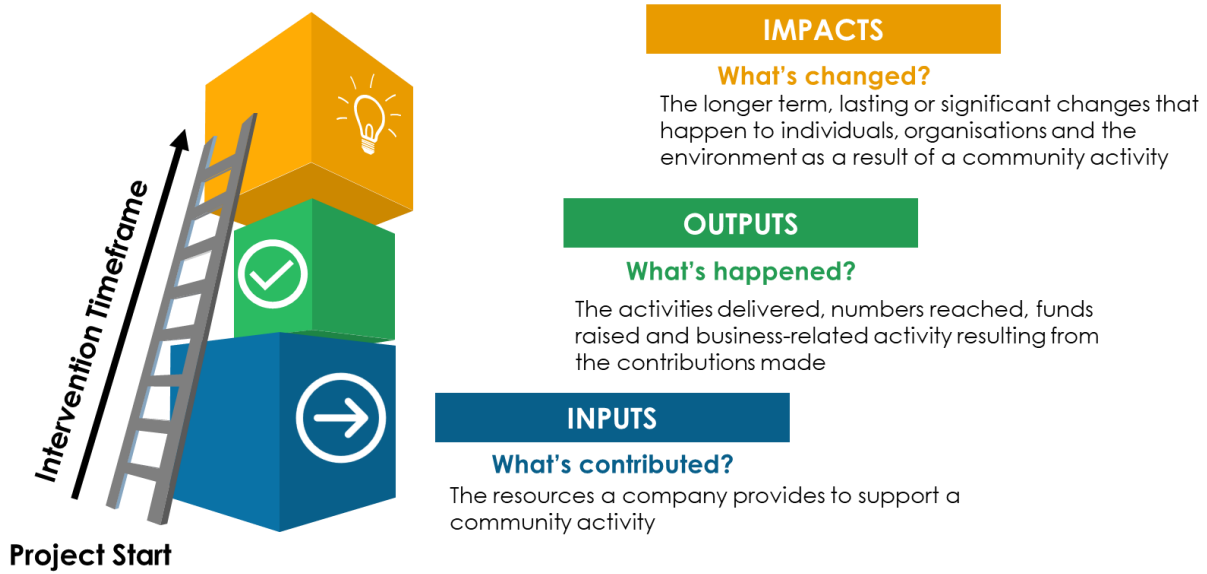
It is about establishing a culture - a way of thinking - where reflection and learning become part of the way we work, right from the beginning

How do we measure impact?

NZ Post uses the [Business for Societal Impact (B4SI)](#) framework, a global standard used by more than 140 corporates to measure and manage a company's social impact.

The Framework is a simple input-output-impact model, enabling any social impact activity to be assessed consistently in terms of the resources committed and the results achieved:

IMPACTS

What's changed?
The longer term, lasting or significant changes that happen to individuals, organisations and the environment as a result of a community activity

OUTPUTS

What's happened?

The activities delivered, numbers reached, funds raised and business-related activity resulting from the contributions made

INPUTS

What's contributed?
The resources a company provides to support a community activity

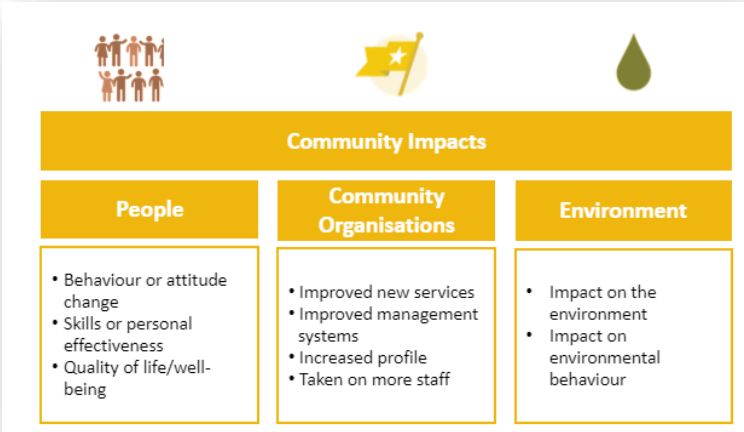**Intervention Timeframe**

Project Start

What are impacts?

After you identify your inputs and outputs, it's necessary to ask the next question: So what? For example, so what if 100 children are reached through your literacy programme (output)? Have they actually experienced any changes as a result of that, such as improving their grades (impact)?

Definition: Impacts are the changes that happen to individuals, organisations, and the business in the short or longer-term, because of the community activity.

Community impacts refer to changes seen in people, community organisations and the environment.

Community Impacts		
People	**Community Organisations**	**Environment**
• Behaviour or attitude change • Skills or personal effectiveness • Quality of life/well-being	• Improved new services • Improved management systems • Increased profile • Taken on more staff	• Impact on the environment • Impact on environmental behaviour

Impacts on people

Impact type: The type of impact measurement enables organisations to map the area(s) in which an activity has benefited the people it has reached and in doing so, build and communicate a picture of the way in which people are better off because of an intervention. The framework identifies three broad types of impact as follows:

I. **Behaviour change**: Has the activity helped people make behavioural changes that can improve the person's life or life chances or, has it challenged negative attitudes or preconceptions, enabling them to make wider, different, or more informed choices?

II. **Skill improvement**: Has the activity helped people to develop new, or improve existing skills to enable them to develop academically, in the workplace and/or socially?

III. **Quality of life (QoL) difference**: Has the activity helped people to be healthier, happier or more comfortable (e.g., through improved emotional, social or physical wellbeing)?

Impact depth: The depth of impact measurement enables organisations to assess the degree to which beneficiaries are better off because of an activity. It uses a simple three-point scale identifying three distinct levels of change that a beneficiary might experience, comprising connect, improve, and transform. It should be noted that these three distinct levels are unique to impact depth and not linked to the above NZ Post impact framework, as explained here:

I. **Connect**: The number of people reached by an activity who can report some limited change because of an activity (e.g., raised awareness of opportunities to improve literacy skills).

II. **Improve**: The number of people who can report some substantive improvement in their lives because of the activity (e.g., actually able to read better).

III. **Transform**: The number of people who can report an enduring change in their circumstances, or for whom a change can be observed, because of the improvements made (e.g., got a job because of improved literacy).

Different activities seek to influence individuals differently. One impact type or depth is not better or worse than another.

Example of how projects can influence people		
Activity	**Impact Type**	**Impact Depth**
Raising awareness of mental ill health	*Behaviour or attitude change*	*Connect*
Teaching kids how to play basketball	*Skill improvement*	*Improve*
Tutoring young adults to enable access to higher education	*Skill improvement*	*Transform*
Providing access to Wi-Fi to families without connection	*Quality of life difference*	*Transform*

Impact on community organisations

The framework also enables you to reflect the impact that being a part of the Delivering for Good Programme has had on your organisation (e.g., degree to which the programme has increased your capacity to support beneficiaries or gain exposure). The following indicators can be used to assess the degree to which your organisation has changed from being involved:

    I.   Improved existing or delivered new services
    II.   Reached more people or spent more time with clients
    III.   Improved management processes
    IV.   Increased their profile
    V.   Taken on more staff or volunteers

The model/framework uses a simple scale of perceived impact to assess the difference made in each area:
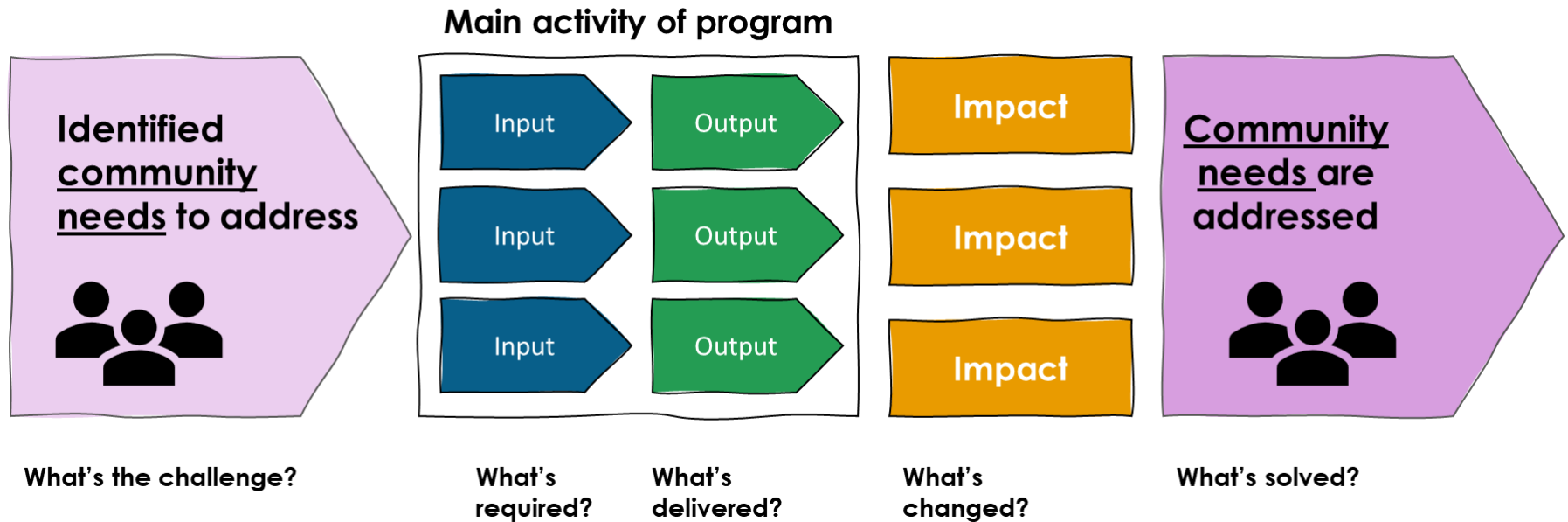
1. No difference

2. A little difference: i.e., a negligible short-term change in this area

3. Some difference: i.e., some demonstrable longer-term change in this area

4. A lot of difference: i.e., significant sustained change in this area

Impact on the environment

The framework identifies the environment as a distinct area of impact due to the way in which support for environmental charities or projects can have direct environmental benefits rather than directly benefiting people or organisations. However, it also recognises the human element within environmental activities, as many centre on making environmental improvements by promoting changes in human behaviour such as reducing water use.

The framework measures the extent of improvement to the environment through direct intervention and the impact and extent of positive changes in people's behaviour around environmental issues in the following areas:

Impact on the environment – does the activity/programme have any direct environmental benefits such as conserving land/water, protecting species, improving biodiversity, reducing waste etc?

Impact on environmental behaviour – does the activity/programme enable people to make positive changes in their behaviour towards the environment such as increased recycling, upcycling, conservation activities etc?

Again, the model/framework uses a simple scale of perceived impact to assess the difference made in each area:

1. No difference

2. A little difference: i.e., a negligible short-term change in this area

3. Some difference: i.e., some demonstrable longer-term change in this area

4. A lot of difference: i.e., significant sustained change in this area

Impact framework

To help you measure impact, we have designed a very simple impact framework that helps organisations understand their impact by linking an addressed community need all the way through to a desired end result of that community need being addressed.

We would like to understand both the impact that we have enabled through the Delivering for Good Programme and the wider impact of your programme on the lives of its intended beneficiaries.

It is important that an impact framework is challenged and reviewed regularly to ensure that an activity or intervention is having the intended effect on a community, and if not, take steps to change the programme so that it does.

Main activity of program

Identified community needs to address	Input	Output	Impact	Community needs are addressed
	Input	Output	Impact	
	Input	Output	Impact	
What's the challenge?	What's required?	What's delivered?	What's changed?	What's solved?

Impact reporting template

As part of the Delivering for Good Programme, we ask that you transfer your impact reporting into our templates below:

Inputs and outputs:

	Inputs (what's required)	Outputs (what's delivered)
Thing to consider	- *Materials sent* - *No. of volunteers* - *Resources required to run activities* - *Other required inputs to deliver the programme*	- *No. of deliveries* - *No. of activities run* - *No. of beneficiaries involved in activity* - *Other direct changes as a result of inputs*
Example	- *20,000 Wi-Fi routers sent* - *150 volunteers*	- *16,000 homes with functional Wi-Fi* - *300 workshops on digital inequality*

Beneficiary impact:

	Identified community need	Amount *No. of people impacted*	Description *What changed*	Type	Depth
Example	*Lack of awareness of mental ill-health within the community.*	*600 people*	*Taught warning signs of mental ill health in others.*	☒ Behaviour change ☐ Skill improvement ☐ QoL difference	☐ Connect ☒ Improve ☐ Transform
				☐ Behaviour change ☐ Skill improvement ☐ QoL difference	☐ Connect ☐ Improve ☐ Transform

Beneficiary impact case studies:

Describe the anecdotal impact that your programme has had on the lives of beneficiaries.   This can include stories, interviews, photos, etc.
Provide details

Organisational impact:

Improved existing services	Reached more people	Improved management processes	Increased profile	Increased size of organisation
☐ No difference ☐ A little difference ☐ Some difference ☐ Significant difference	☐ No difference ☐ A little difference ☐ Some difference ☐ Significant difference	☐ No difference ☐ A little difference ☐ Some difference ☐ Significant difference	☐ No difference ☐ A little difference ☐ Some difference ☐ Significant difference	☐ No difference ☐ A little difference ☐ Some difference ☐ Significant difference
Provide details	*Provide details*	*Provide details*	*Provide details*	*Provide details*

Document Version History

Major changes to the document are listed in the table below for each edition of the document since the last approved edition.

Version	Date	Author(s)	Description of Change
01	2022	Miranda Hitchings	New document
02	Jan 2023	Carolynn Gubb	Update to branding and minor grammatical updates
03	Nov 2023	B4SI & NZ Post Community & Social Impact Manager	Revision and update to align with B4SI impact reporting framework
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Any questions?

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