



# **The outcomes and value of SOUL's advanced SROI training course**

**Erik Nilsson (PhD)**  
**SERUS**

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**This report has been submitted to an independent assurance assessment carried out by The SROI Network. The report shows a good understanding of the SROI process and complies with SROI principles. Assurance here does not include verification of stakeholder engagement, data and calculations. It is a principles-based assessment of the final report.**

## **Abstract**

This report deals with the outcomes and value created as a consequence of an advanced SROI training course in Sweden 2011. It was carried out as a part of the European Social Fund project SOUL (a Swedish acronym for development and learning within organisations of the social economy) during the period January up until June. The aim was to give the participants support and increased confidence in carrying out an SROI analysis, and also increase the spread of SROI as a method within the social economy.

The course was divided into four sub-courses, all with the same structure; during five training sessions and through individual support, the learning about SROI was deepened. A large part of the course was based on the SROI analyses that were carried out by the participants. A total of 63 people participated, divided into 28 groups carrying out one SROI analysis each. However, at the last training session, none of the 28 groups had completely finalised their analysis. Some were nearly finished, some had come a long way while others had barely started. The last-mentioned group had nevertheless participated actively during the training sessions.

The analysis at hand is funded by the SOUL project. The project ended January 15<sup>th</sup> 2012, and this SROI report will be used as part of the project's final report. Therefore, the aim of the analysis is to enhance the outcomes and values created by the course. Especially since it can be used as a base in the discussion about the value creation from the project as a whole.

The analysis shows that material change has occurred for seven stakeholders: the course participant, the course participants' organisations, the coordinators and project manager within the SOUL project, the course leader, the hotel and restaurant sector, the transport sector and the environment.

The outcomes for these stakeholders can be divided into five overall categories. The course has resulted in (1) increased knowledge and confidence in SROI, and (2) increased social networks for several stakeholders. For a couple of stakeholders, the course has led to both temporary and more permanent changes (both positive and negative) related to (3) the participants' work situations. For the commercial stakeholders affected by the course, a (4) financial surplus has occurred due to sales of services to the SOUL project. The sales have in turn affected the environment; travelling, staying at hotels and eating out have resulted in (5) greenhouse gas emissions, and have therefore had a negative impact on the environment.

In total, the course has created value for stakeholders that amount to just over 1.5 million SEK; course participants being the stakeholder receiving the largest part (90 percent). Putting the total benefits against total inputs (just over 1.4 million SEK), one gets a SROI ratio of 1:1 (1,05:1), i.e. the course has not really created any added value yet. The main reason for this is that the period of analysis just covers six months, and at the point of measurement (end of July) all of the benefits had not yet occurred. Particularly, this is the case for the participants' own organisations and probably the participants within the different objects of analysis. However, this is not unique for this course; in a lot of cases similar patterns emerge. It takes time to implement new ideas.

However, the fact that the total benefits of the advanced SROI training course have already covered the total costs of it is something positive. That means that all outcomes created from early July 2011 and forward is a strict benefit surplus, and the feeling is that the surplus will be substantial!

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## **1. SROI – Social Return on Investment**

For a long time, effectiveness in organisations has mainly been measured in financial terms, and resources to and within organisations have been distributed on the same basis. SROI (Social return on investment) takes a wider stance through its focus on value creation, more specifically the social, environmental and financial value creation. In turn, these values are presented in one financial measure, a so-called SROI value.

SROI is an outcome based approach, which means that it focuses on actual change rather than outputs. Outputs are primarily about the quantitative sum of activities. For an initiative like an education project with the aim of moving people into employment, one output is the amount of people that participates in the project. Examples of the project outcomes are instead the increased self confidence that a participant feels, and the increased disposable income that he or she gets as a consequence of the project.

The method is based on stakeholder involvement and analysis, and uses a theory of change to emphasise the value that the activities create. The theory of change describes how inputs are converted into activities, outputs and outcomes, the importance of the activities for the changes achieved, and finally the amount of value being created.

SROI is one of few methods that put financial values on outcomes that lack market value such as self-esteem, environmental destruction and social integration. By doing that, a more complete picture of the relationship between investment and value is created. Hence, SROI is about social benefit rather than money. Expressing it in monetary terms is a way of using a legitimate language to communicate value, and thereby increase the possibilities for resource allocation based not only on financial but also social and environmental responsibilities.

An SROI analysis is conducted via six main steps. For the SROI analyst, these include a lot of judgment and deliberation and the method is therefore based on seven principles. These are meant to guide the SROI analyst to a well performed, transparent and credible analysis. The six steps and seven principles are mentioned below.

### **The six steps:**

1. Establishing scope and identifying stakeholders
2. Mapping outcomes
3. Evidencing outcomes and giving them a value
4. Establishing impact
5. Calculating the SROI
6. Reporting, using and embedding

### **The seven principles:**

1. Involve stakeholders
2. Understand what changes
3. Value the things that matter
4. Only include what is material
5. Do not over-claim
6. Be transparent
7. Verify the result

## **2. The object of analysis**

During the spring of 2010, the European Social Fund project SOUL (a Swedish acronym for development and learning within organisations of the social economy) took the initiative to bring brought SROI to Sweden. During the fall and winter of 2010/2011, about 170 people participated in the basic SROI training courses arranged by SOUL. The basic courses led to an interest for further support in conducting SROI analyses. An advanced training course in SROI was therefore developed, and during the period between January and June 2011 it was carried out as a part of the SOUL project. The aim of the course was to give the participants support and increased confidence in carrying out a SROI analysis, and also increase the spread of SROI as a method within the social economy. It is the advanced training course that is the object of analysis in this SROI analysis, i.e. the phenomenon whose value is focused in the analysis.

The advanced training course was divided into four parallel sub-courses; one for southern and western Sweden, one for eastern and central Sweden, one for the Stockholm region and one for northern central Sweden. The structure for each sub-course was the same; during five training sessions throughout the course, the learning about SROI was deepened. A large part of the course was based on the SROI analyses that were carried out by the participants as part of the course. A total of 63 people participated, and they were divided into 28 groups doing one SROI analysis each.

The first day of training was held in the end of January, and consisted of introductions of each object of analysis, the course as a whole and a few important templates. The second day of training (early March) focussed on indicators, proxies and important aspects regarding data collection. The third day (early May) contained presentations of the work in each project of analysis, and discussions about step five in SROI. The fourth day (early May) was spent on discussions about aspects that the participants felt they needed more information about and feedback on. The fifth and final day (late June) was devoted to presentations of the result of the groups' SROI analyses.

In between the training sessions, each group had the opportunity to receive individual support from the course leader (the author of this report). The purpose was to give each group the possibility to increase their learning further by helping them solve problems during their own SROI process. After the final day of training, it was decided that each group should be given extra individual support to finalise their SROI report. In the end, this meant that eleven groups had their SROI report sent in for quality assurance by the Swedish SROI network. And out of them, ten was in the end approved.

Except for course participants and the course leaders, six coordinators from the SOUL project have participated during the course. They have been responsible for the administrative aspects around each training session. Occasionally, they have also taken part in the discussions during the course. During a few sessions, the project manager of the SOUL project has also been participating.

This SROI analysis of the advanced SROI training course is of evaluative character. More specifically, the focus is on the outcomes of the activities carried out from the first session up until, and including, the last one in the end of June. Hence, the period of analysis is between January and June of 2011. At the last training session, none of the 28 groups had completely finalised their analysis. Some were nearly finished, some had come a long way while others had

barely started. The last-mentioned groups had however participated actively during the training sessions.

The entire analysis is funded by the SOUL project. The project ended January 15<sup>th</sup> 2012, and this SROI report will be used as part of the project's final report. Therefore, the aim of the analysis is to enhance the outcomes and values created by the course. Especially since it can be used as a base in the discussion about the value creation of the entire project.

With an aim like that, one could definitely question why the only outcomes included in the analysis are the ones that had occurred at the end of the period of analysis, i.e. at the last training session. For example, why not do a forecast that covers all outcomes? There are several reasons for the chosen period and type of analysis.

First of all, it needed to be of evaluative character because of the inclusion in the final report for the SOUL project; it needed to state actual change, especially since SROI is a new concept in Sweden. Hence, it is difficult to speculate about future outcomes, e.g. to what extent will the organisations adopt and use SROI?

Secondly, the due date of the project sets a deadline for the analysis; it needs to be finished during 2011, and that limits the possibilities to evaluate future outcomes. Thirdly, the last training session offered a very good opportunity for data collection. Since the surveys used (Appendix 6 & 7) are comprehensive, the likelihood of getting a good response rate through email was considered low. Therefore, I chose to collect data about the outcomes at that particular point in time.

Finally, I find it very interesting to get an idea about the amount of change created during the course per se, i.e. how much of the investment is returned at the end of the course? For courses in general, the main part of the value is created after it is finalised. But to know the value in the end of the course, creates an opportunity to enhance the value creation as early as during the course itself.

### 3. Stakeholders

During the final training session in three of the four sub-courses, I involved the participants in a discussion (about twenty minutes each) about the stakeholders of the advanced training course. Together we listed all potential stakeholders, and each suggestion was followed by a debate as to whether or not the individual or organisation could be regarded as a stakeholder. The result of the discussions, my own understanding of the course, and the data collection is presented in table 3.1. Information about the chosen method for data collection for each stakeholder is also included.

**Table 3.1: List of Stakeholders**

<i>Stakeholder</i>	<i>Included/excluded and logical ground</i>	<i>Method for data collection</i>	<i>Amount</i>
Course participant	Included – the primary target group of the course	Participant survey	45 survey answers (71 %)
Coordinators and project manager (SOUL)	Included – have spent a lot of time working with and participating in the course, and have been affected by it.	Coordinator – and project manager survey	7 survey answers (100 %)
Course leader	Included – the course has resulted in both social and knowledge related outcomes for the course leader.	“Interview”	1 interview (100 %)
Course participants’ organisations	Included – their effort has resulted in a significant change for them	Participant survey	45 survey answers (71 %)
Hotel and restaurant sector	Include – sales of services has resulted in a financial surplus	Financial reports	2 reports
Transport sector	Included – The sale of services has resulted in a financial surplus	Participant survey, coordinator project manager survey and financial reports.	51 survey answers (74 %) and 2 reports
Environment	Included – the course has resulted in emissions of greenhouse gas	Participant survey, coordinator and project manager survey	51 survey answers (74 %)

SOUL project	Excluded – has contributed with efforts and activities, but no important outcomes for the project per se has occurred.
SERUS	Excluded – has been affected financially and status wise as a result of the course, but is excluded due to high degree of deadweight for both outcomes.
People in the participants object of analysis	Excluded –in some cases they have been affected in that they have become more aware of their development, but the awareness has not led to any significant change
Municipality boards	Excluded – have in some cases been informed of an on-going SROI analysis and an interest from their part has materialised, but no significant change has yet occurred.
Public coordination association	Excluded – have in some cases been informed of an on-going SROI analysis and an interest from their part has materialised, but no significant change has yet occurred.
Families of course participants	Excluded – have in some cases been informed of an on-going SROI analysis and an interest from their part has materialised, but no significant change has yet occurred.

Table 3.1 shows that a total of seven stakeholders have been included in the analysis, and that seven others have been excluded. Below is a more thorough presentation of the included groups, and the rationale behind the exclusion of the rest. The presentation is done in one subsection per stakeholder.

### **Course participants**

The goal for the advanced training course was to give the participants support and increased confidence in conducting an SROI analysis. The participants were therefore the primary target group of the course. Therefore, it is not surprising that a very large part of the total value created by the course has this stakeholder as the beneficiary. Out of the 63 participants, about two thirds were women, about half were in the age between 25 and 54, and the rest were above 55 years of age. Educational background, work experience, job titles, work duties, family circumstances and time spent on the course varied considerably.

The participants' objects of analysis also varied greatly, including a bike path, a project for creation of digital participation among senior citizens, employees in a social enterprise, on-going activities for persons with disabilities, an empowerment process, a disc golf course, activities surrounding a cleaning cart, and support groups for people taking care of a sick relative.

As a consequence of the advanced training course, the course participants have increased their confidence in conducting an SROI analysis (main outcome). But significant outcomes of a personal, social and organisational character have also occurred.

### **Coordinators and project manager**

The SOUL project is run all over Sweden. To increase the manoeuvrability of the project, it has been divided into eight geographical related parts, so called regions. For each region, a coordinator is working as the projects manager's extended arm. The coordinator's role is, among other things, to be a part of the development of the project, spread the message about it in the region, recruit participants to the different courses within the project, and handle the administration around each course. Regional coordinators have therefore been administratively responsible for the sub-courses within the advanced training course.

In addition to undertaking preparatory work before each training session, they have also been present during the sessions, and sometimes involved in the dialogue about SROI. It is in connection with these three activities that they experience outcomes as a consequence of the advanced training course. More specifically, the outcomes are of social and knowledge related character.

### **Course leader**

I myself have been the course leader. This means that I have created its structure and content, lectured and lead discussions during the sessions, and given individual support to the different groups. The preparations, the dialogue, the meeting with so many people, and the participants' questions have created outcomes for me that are of knowledge and social character.

### **Course participants' organisations**

The survey for the course participants shows that they have collectively spent over 3 500 hours on the advanced training course. Of that time, about 80 percent is considered as working time. This means that the course participants' organisations (the organisations that the participants work for) have contributed with an important input; letting the participants undertake such a large part of the course during their working hours.

For some of the participants, the time spent on the course has led them to down prioritise their ordinary work duties. In return, the course has created insights for the participants leading to improvements of internal processes within the organisation. In the long term, there is still significant potential for further positive outcomes for the organisations. Primarily, the information generated by the SROI analysis constitutes a base for decisions regarding significant improvement of internal processes within each organisation.

### **Hotel and restaurant sector**

Each session during the advanced training course is held on the premises of a commercial enterprise. This means that services in the form of training facilities, accommodation and meals have been purchased. In total, the 20 days of training have resulted in about 50 hotel nights and just under 400 meals (lunch/dinner). The financial transactions related to this have generated a financial surplus for the enterprises in question. However, a division of the surplus among the enterprises have not been made in this analysis; the relevance of such division is very limited. Instead, the surplus is seen from an overall sector perspective. The same goes for the transport sector discussed below.

### **Transport sector**

The 63 course participants were spread all over the southern half of Sweden. This meant that everybody had to travel, some way or another, to get to the training session, and to meet colleagues and stakeholders between the sessions. The means of transport have varied, but for

the largest part cars, train and airplanes have been used. In total, the people involved in the course (participants, course leader, coordinators and project manager) have travelled around 55 000 kilometres as a result of the course. When commercial transport companies have been used for a journey, a financial transaction has taken place, and altogether these have led to a financial surplus for the companies and thereby the sector in total.

### **Environment (ground, air and water)**

The travelling, hotel accommodation and the consumption of food during the course have led to greenhouse gas emissions. Hence, the course has had a negative impact on the environment and the environment per se is therefore an important stakeholder.

### **The SOUL project**

“SOUL is about creating new employment opportunities and growth through strengthening the business competence of individuals and organisations. It is about everything from leadership and organisational development to networking, communication and pricing. SOUL is also going to measure and visualise the values created by organisations within the social economy, which in turn leads to development and improvement” (Website SOUL, 2011, my translation).

The SROI analysis at hand highlights a large part of the above-mentioned consequences. However, the outcomes occur for other stakeholders than the project itself, and it is supposed to be that way; all the resources within SOUL are spent on developing the business competence of others. Despite this, it is possible to argue for outcomes for the SOUL project per se, particularly in terms of increased goodwill. But due to the fact that the project does not generate revenue, increased goodwill cannot take the form of anything concretely positive for the project; only for individuals and organisations within the project. These are however treated as separate stakeholders.

### **SERUS**

On behalf of the SOUL project, SERUS was responsible for the realisation of the advance training course. The mission has rested on a financial agreement between SOUL and SERUS, which means that the latter has generated a financial surplus through the course. The assignment has also led to increased goodwill, which in time might lead to more assignments, with everything that comes with that.

This means that SERUS has experienced significant changes. Despite this, the organisation has not been included as a stakeholder in the analysis. The reason for this is a high degree of deadweight for both outcomes. Considering the amount of assignments that SERUS are working on, the head manager of SERUS is of the opinion that the hours spent on the advance training course would have been spent on other customer assignments if the course had not been carried out. Hence, the financial surplus would have been a reality regardless.

Also, both I and the head manager of SERUS are convinced that a lot of the hours would have been spent on some kind on SROI training anyway. For example, a course with significant similarities with the advance training course was requested by an organisation before this course was realised, and a quote was sent to them. The fact that the evaluations of our basic SROI training courses have rendered positive results (the participants are pleased and speak well of us) indicates that alternative training courses probably would have led to the same result, and by that an increased goodwill equivalent to that of the advance training course.

Hence, material change has not occurred for SERUS as a consequence of the course; the same outcomes would have occurred anyway.

### **Persons in the participants objects of analysis**

According to the course participants themselves, the interviews with the participants in the objects of analysis have enabled them to put words on their development in a way which they have not done before. In some cases this has contributed to “participants beginning to reflect more over their own development. In time, this will make them feel even better” (Course participant, my translation). Starting to reflect on one’s own development is an important step for further development. However, the discussion with the course participants at the final training sessions revealed that the mentioned participants (within the objects of analysis) had just recently begun to reflect more over their situation, and that this had not yet lead to any material change for them. So even though outcomes probably will appear for them in the future, material change has not occurred during the period of analysis and this group of people is therefore not included as a stakeholder.

### **Municipality boards and Public coordination association**

Some of the course participants have had contact with management boards within their own municipality, or with the public coordination association, during the course. Some of them have had more frequent and others more sporadic contact. Regardless, some of them have informed the municipality board/public coordination association about SROI and their own work with an SROI analysis. As a course participant expressed it: “We have told them, and they think it is very interesting” (my translation). None of the course participants have given the impression that this interest has yet materialised into outcomes such as changed behaviour or emotions. Just being informed is not a criterion for being included as a stakeholder in SROI, and both groups are therefore excluded.

### **Families of course participants**

In the stakeholder discussion in the end of the advanced training course, some participants highlighted their relatives, primarily their partners, as potential stakeholders. For example, one of them stated that: “My partner has been hearing a lot about SROI” (my translation). It is likely that most of the participants have spoken to with their family/partner (at least some degree) about the course content. In occasional cases, that person might have been given so much information that he or she has gained a coherent knowledge about SROI. However, the statements from the participants during the stakeholder discussion do not indicate that the relatives experience material change as a consequence of the course. An interest for the method has however arisen for some of the relatives.

#### 4. Inputs

In this section the inputs of the advanced training course are described, i.e. the resources that were necessary for carrying out the course. They have either a monetary value per se, or they need to be transformed into a monetary value, so called monetisation. This section describes altogether who has contributed with important resources and what these consist of. Table 4.1 shows an overview of this.

**Table 4.1: Inputs**

<i>Stakeholder</i>	<i>Type of input</i>	<i>Value of input</i>	<i>Percentage of the input</i>
Course participant	Time	164 715 SEK	11 %
Course participants' organisations	Salary and travel costs	640 000 SEK	45 %
SOUL project	Financing	596 663 SEK	42 %
SERUS	Travel costs	30 050 SEK	2 %
<b>TOTAL</b>		<b>1 431 428 SEK</b>	

As mentioned in the previous chapter, a large part of the participants' time spent on the advanced training course is considered as working hours. About 20 percent (774 hours) is however leisure time. The participants' time in the course is a central input, and the leisure time they have spent should be monetised and used as an input. This has been done by multiplying the number of leisure hours spent on the course with the median salary in Sweden, including social costs.

In Statistics Sweden's salary statistics, 2009 is the latest year for the calculation of the median monthly salary, which is 24 900 SEK (Website Statistics Sweden, 2011). That salary has been divided by 170 working hours and then multiplied with the normal level for social costs for officials in Sweden, which is 45,33 percent (Website Facts on economics, 2011). This gives an hourly value of 213 SEK.

The purpose of using the median salary instead of an actual salary as a value for time spent is to make sure that the calculation considers everybody's time as equal. All people are equal, and therefore their time should also be measured equally. To also use social costs aims to equate the value of their leisure time they spent on the course with working time.

The input from the participants' organisations consists of two parts: salary for the time spent on the course which the participants consider working time, and parts of the participants' travel costs. In the participant survey the participants have stated their means and distance of travel,

and from that the cost of travel has been calculated. In the latter case, the prices that the different transport companies specify have been used. However, since the prices often vary the “normal price” per means of transport and distance have been used (see Appendix 1). In total, the travel costs amount to just over 83 000 SEK.

In the cases where the participants have travelled in between regions, the SOUL project has centrally paid for the cost of travel. From the total number of trips, my estimation is that about half of the travel costs have been paid for by the course participants’ organisations and the other half by the SOUL project. The estimated travel costs have therefore been distributed equally between the two stakeholder groups.

The previous chapter states that the educational background, work experience, job titles, and work duties vary considerably among the participants. This also means that the salaries vary greatly. Therefore, the median salary in Sweden for 2009 (including social costs) has been used to calculate the total salary costs for the participants’ time invested in the course. By doing that, the range of salaries is covered, and it also gives a high end value of the working time, i.e. contributing to a SROI ratio that is not over claimed.

Multiplying the 2 809 working hours spent on the course with 213 SEK per hour gives a total value of input of 598 317 SEK. Together with the travel costs of 41 683 SEK, this takes the total input from the participants’ organisations to 640 000 SEK.

The course participants have not paid any fee to take part in the advanced training course. Instead, the training has been fully financed by the SOUL project. The total input from the project (596 663 SEK) therefore covers costs for, facilities, meals and hotel nights during the training sessions (161 096 SEK), the cost for the time spent working with the course by the coordinators, the project manager, and the course leader (393 884 SEK), and half of the participants travel costs (41 683 SEK).

Finally, SERUS has paid the travel related costs for the course leader during the entire course. In total, these amounts to 30 050 SEK. All other costs have been paid for by the SOUL project.

## 5. Data collection

Before I continue the account of the analysis, I will present the way data has been collected for the remaining parts in the report. The main data collection was done through two different surveys, one for the course participants and one for the coordinators and the project manager in the SOUL project. Except these two, a third survey was sent out to people who only took the basic SROI training course. The aim was to collect data about deadweight.

Before the two first surveys were created, I sent out three short questions to the two stakeholder groups. The purpose was to gather important data to base the survey on. The questions asked were as follows:

### To course participants:

1. Do you experience any outcomes as a consequence of your participation in the advanced training course? (Just mentioning them is enough, for example "I feel increased confidence in conducting an SROI analysis")
2. If you have experienced any outcomes, have they led to any consequences for you? If so, in what way? (Just mentioning them is enough. I'm looking for indicators here)
3. Have your participation in the advanced training course led to any outcomes for your own organisation? If so, what outcomes? (Just mentioning them is enough)

### For coordinators:

1. Do you experience any outcomes as a consequence of your participation in the advanced training course? (Just mentioning them is enough)
2. If you have experienced any outcomes, have they led to any consequences for you? If so, in what way? (Just mentioning them is enough. I'm looking for indicators here)
3. Has the advanced training course led to any outcomes for the SOUL project per se? If so, what outcomes? (Just mentioning them is enough)

After processing the answers and completing a first version of the participant survey, it was sent to two colleagues and four course participants to get feedback on the content. After good response and feedback, a revised version was created and again sent to a colleague for feedback. That version was considered satisfactory, and it was therefore sent out to all course participants (Appendix 6). An adjusted coordinator and project manager survey was also sent out (Appendix 7). With the survey followed the instruction that all of them needed to read through the survey, and prepare answers for the questions. This needed to be done before the last training session in the end of June.

At that last session, the present participants and coordinators had 45 minutes to fill out the survey. A total of 45 participants (71 percent) and seven coordinators/project manager (100 percent) have filled out the survey. One weakness with this way of collecting data is that the impact on the environment is measured after it has occurred instead of measuring it when it actually takes place. Hence, uncertainty exists regarding the correctness of the data; the participants, coordinator and project manager had to think back almost six months regarding

their travel patterns. A large part of the distances are also based on the participants' own estimations.

Even the emissions of greenhouse gas regarding meals are built on qualified estimations of the consumption. The lists of participants per training session, together with my own estimation of the meals consumed, have been used as the basis for estimating the type and amount of food.

The survey for the course participants is not only related to their own outcomes and outcomes for the environment (their travelling), but also to their own organisations. Neither the survey for the coordinators and the project manager was focused entirely on outcomes for themselves, but also for the environment (their travelling) and the SOUL project as a whole. For the stakeholder group "Hotel and restaurant sector", data from the SOUL projects financial reporting system was used, and the two mentioned surveys together with the lists of participants per session were used as the central sources of information for the "Transport sector".

As mentioned earlier, a third survey was sent out to people who only took the basic SROI training course. The aim was to collect data about deadweight, and more specifically regarding two of the outcomes for the participants; increased confidence in conducting an SROI analysis and increased social network. A total of about 170 participants have taken the basic training course, and out of these about 115 have not taken the advanced training course. Out of the 115, correct e-mail address was found for 98. All of these got a web based survey sent to them (Appendix 8) with questions relating to the two mentioned outcomes for the participants in the advanced training course. A total of 27 people responded to the survey, which results in a response rate of 28 percent.

Except for the web based survey, Internet has been used to find information about specific aspects in the analysis, for example data regarding the conversion of travelling and meals to CO<sub>2</sub>-eq, profit margins for the hotel and restaurant as well as the transport sectors, and the median wage in Sweden. The sources used are presented continuously in the report, and in the compiled reference list at the end of the report.

The final part of the data collection related to the participants perceived value of the outcomes of the course. To get an idea of the value of each one, I had three short and highly informal discussions with three participants from three different sub-courses regarding their opinion in the matter. Their estimates were then the base for the proxies.

Finally, a few participants (others than the three just mentioned) read and provided useful feedback on the finished report. The purpose was to validate both the details and the complete picture that is presented. The finished report was sent to three project groups with a total of seven participants. The three groups that had reached the furthest with their own analysis were chosen. They were asked to choose at least one group member to read the entire report and answer the three following questions:

- Do you feel that the overall picture presented in the report is consistent with your own picture of the advance training course? If not, what are the differences?
- Do you find the value of each proxy reasonable in comparison to your experience of the course?
- Do you think that there are important things missing in the report? If so, what aspects?

Overall, all three groups felt that the overall picture in the report was accurate, and that most of the proxies were good representations of the value of the outcomes. However, several nuanced aspects regarding the proxies and other parts of the report were put forward and questioned. All of them, except for comments on smaller aspects relating to the language in the report, are presented below. Each bullet point contains the question raised and my way of handling the issue.

- One of the groups thought that the explanation behind the outcome “increased social network” for the participants lacked clarity. Especially, they thought that it was a bit problematic that all hours spent at the training sessions was the basis for the calculation of the value; the entire time is not devoted to networking.

I definitely see their point, and the formulation of the proxy has been change. The value per se is the same, but instead of basing it on hours, perceived value has been used. The base for the proxy is the above mentioned informal discussions with a few participants.

- Another opinion regarded the outcomes for me as the course leader. First of all, they thought that the proxy for the outcome “increased confidence in conducting an SROI analysis” was valued too low. According to them, the experience that the course has given me is of such an extent that it is worth a bit more. They were also missing one outcome; the increased experience I have gotten from being responsible for the course. Something that I could benefit from in future courses of the same kind.

I find both reflections very interesting. In certain aspects, I am probably the one that have experienced the largest outcome, namely the one relating to the social network. However, my knowledge about SROI when the course started was rather high, and even though I have deepened my knowledge quit a lot, I would still say that one day of devoted and focused discussions with nef consulting is a reasonable comparison to the outcome from the course.

Regarding my increased experience from being responsible for the course, I agree to some extent, but I would not say that the change is material. I have developed and been responsible for a lot of different courses in different settings, so I would consider myself experienced in this aspect. The feedback I have received during and after the advanced training course also clearly states that the participants are pleased with the course. That indicates that my plan for the implementation of the course worked rather well. However, in chapter 10 in this report (Areas of improvement) several points for needed improvements are put forward. I have learned from them and will make sure that I consider them in the next course.

- An opinion about the proxy for “Down prioritisation of regular work tasks” was also put forward. The group thought that the assumption behind it, i.e. that all hours spent on their SROI analysis was equalled to a down prioritisation of their regular tasks, was unacceptable. However, their argument is more focused on the outcome per se, saying that the participants actually manage to prioritise both their regular tasks and the tasks related to the advanced training course, i.e. the outcome does not exist.

The fact that 15 percent of the participants stated that they had down prioritised their regular work is strong evidence that the outcome actually exists. It is also likely that the

problem per se needs to be quite significant for a person in order for them to actually put it down as a negative outcome for the organisation. Therefore, I find both the outcome and the proxy reasonable, especially since the outcome is based on empirical evidence.

- One of the groups was missing a discussion about why other people than the participants themselves had not been included as respondents regarding the outcome “More effective internal processes”. In particular, they saw a value in including other members from the affected organisations since they would give “a more objective perspective on the internal changes” (my translation). They considered the participants themselves a bit too partial regarding this outcome.

The question raised here is of course important, and I agree that it would have been a good idea to include other people for a discussion regarding the consequences for the organisations. However, there is one big problem with such an approach. Most of the people within the organisations did not know the detailed meaning of SROI, and asking people about the consequences of the concept means that the respondent needs to have rather detailed knowledge about it to be able to pin point possible outcomes.

In this particular case, there is also a methodological problem involved. Using a survey of confidential character means that it is not possible to trace the answers to a specific organisation. Therefore, I have chosen to trust the words of the participants. Also, the fact that the value of the outcome constitutes a rather small part of the total value created by the course (about ten percent) supports this decision; a larger share would have demanded extra respondents to make sure that the outcome and value is reasonable.

- Finally, one of the groups put forward different aspects that led to changes in the report. First of all, they saw limitations in the description of the aim of the analysis, for whom the analysis is for, and why the period of analysis was not longer considering the large amount of outcomes that had not yet materialised. Secondly, they thought that the explanation for not including SERUS as a stakeholder was too unclear. Thirdly, they did not find the argument for using median salary in Sweden as a basis reasonable when calculating the input for the participants’ organisations.

## **6. Outcomes, indicators and proxies**

This chapter focuses on the outcomes that have occurred for the stakeholders as a consequence of the advanced training course, i.e. the actual social, environmental and financial change. Initially, the first parts of the overall theory of change are presented for the entire course, i.e. how inputs are transformed into activities, results and finally outcomes. A more detailed description of the outcomes for each stakeholder group is then presented. The related numbers which are given in brackets are equivalent to the quantity of change for the outcome in absolute and relative terms. The chapter is concluded with a table that summarises the content, presents the indicators that have been chosen to measure the extent of the outcomes, and clarifies the proxy chosen for each outcome. In Appendix 2, more detailed information is given about the chosen indicators and the background to the categorisation of the outcomes. The background for the chosen proxies is presented in Appendix 3.

Chapter 4 shows the inputs that have been a prerequisite for the execution of the advanced training course: the course participants' own time, the concerned organisations financing of the participants' involvement in the course, the SOUL project's costs for the entire course, including facilities, hotel accommodation, food, the work by the course leader and coordinators etcetera, and travel costs. With these inputs, four sub-courses have been conducted, taking 63 participants through five days training each and individual group support. The outputs of that is, among other things, a total of 711 hours for planning and execution of the course, on average 57 hours per participant, 28 initiated, and in some cases almost completed, SROI analyses, travels amounting to 55 710 kilometres, 55 hotel nights, 388 meals (lunch/dinner) and 666 coffee servings (coffee and snacks).

The outcomes of the mentioned activities and outputs can be divided into five overall categories. The course has resulted in (1) increased knowledge and confidence in SROI, and (2) increased social networks for several stakeholders. For a couple of stakeholders, the course has led to both temporary and more permanent changes (both positive and negative) related to (3) the participants' work situations. For the commercial stakeholders affected by the course, a (4) financial surplus has occurred due to sales of services to the SOUL project. The sales have in turn affected the environment; travelling, staying at hotels and eating out leads to (5) emissions of greenhouse gas, and have therefore a negative impact on the environment.

### **Course participants**

The course participants are the stakeholders that are primarily affected by the advanced training course. The most far reaching outcome is increased confidence in conducting an SROI analysis (29 participants, 47 percent). The course is meant to deepen the understanding of each step of SROI in order to make the participants feel secure in their execution of them. The increased confidence has also led to increased confidence when it comes to talking and discussing either SROI per se or the impact of organisations from a SROI perspective.

As a consequence of an increased sense of meaning regarding their own work situation, and an increased pride in their own organisation's importance, the advanced training course has contributed to personal development (8 participants, 12 percent) for a number of the course participants. One of the course participants concludes: "I have learnt A LOT, it has been incredibly developing both knowledge wise and personally" (my translation).

Those who have conducted an SROI analysis within their own organisation have collected a lot of new information about the activities. For a number of these, the data collection process has led to an increased understanding of their own organisation (15 participants, 24 percent); the broad approach and the focus on outcomes which SROI contributes with have led to new and valuable insights. These in turn, have had consequences for the organisation per se, something which is dealt with later in this chapter.

As mentioned earlier, the course participants have spent on average 57 hours on the course. With an already full schedule, this is a rather large amount of hours. The typical participant is really passionate about hers or his work, and would like to help and affect as many people and organisations as possible. SROI is seen as an important tool to achieve this, and the participant have therefore chosen to attend the course despite a hectic schedule. For some this has led to a work load which has been a little bit too heavy (6 participants, 9 percent). For example, one participant expresses that the course has led to “increased stress due to lack of time”, and another one states that the course has “taken more time then I was prepared for” (my translations).

A fifth and final outcome for the course participants is not so much about SROI in itself, but about the social consequences of the course. A large part of the participants mention their new contacts and the increased social network as an important outcome (28 participants, 44 percent). Some of them are considering the contact with other participants, and the increased knowledge about their business that the course has contributed too. Others highlight the networking within their own organisations, more specifically with the colleagues that the SROI analysis was conducted with (in some cases they didn't know each other at all before the course started), and with the participants within the objects of analysis.

### **Coordinators and project manager in SOUL**

A couple of the SOUL coordinators have almost participated fully in the advanced training course, the work with a specific SROI analysis excluded. It is therefore not surprising that one of the coordinators in question states that a significant change in knowledge about SROI (1 person, 14 percent) has been a result of the course. The coordinator states that the course has provided “more knowledge about how the analysis can be performed in different organisations [...]. Has changed the thinking – focus on outcomes and value from the organisation” (my translation).

Another coordinator highlights another outcome, more specifically that she/he has “gotten to know the participants better” (1 person, 14 percent, my translation). This is an expression of a stronger social network. Just like the course participants have gotten to know each other, this coordinator has experienced the same thing. The SOUL project has been going on since the fall of 2009, which means that the coordinators have come in contact with many of the participants in connection with other SOUL educational opportunities. However, the advanced training course has been the most extensive one, and the interaction between the coordinators and participants has therefore been more extensive than before. This is the reason for the stronger social network.

As mentioned before, the main role of the coordinators in the course was to be the host at each training session, and thus see to it that all the small issues regarding the course were solved in a relevant way; facilities, equipment, food, accommodations etcetera. One of the coordinators state that they “give support which is appreciated. A lot of service and make sure that everything

works (food, travelling and so on)", while another one of the respondents states that: "It is so nice to see that the course has led to so much cooperation internally, it is really exciting!" (my translations). The appreciation and the joy have in turn led to increased job satisfaction (1,5 persons, 21 percent); it has been worth the effort!

### **Course leader**

In my role as a course leader, I have also been affected significantly by the course. The development of the course itself, together with the dialogue and the questions from the participants during the actual course, has developed my own view and knowledge of SROI. Digging even deeper into the methodology, contemplating, analysing and discussing the concept, has made me feel even safer in my own SROI work (1 person, 100 percent). The positive critique that I have been given for the work put into the course has also contributed to the increased confidence. For example, one of the participant wrote: "[The course leader] is enormously patient, competent, clear and pedagogical!! This would have been completely inconceivable with a different lecturer" (my translation).

An outcome of a social character has also occurred for me. During the last twelve years, I have been engaged as a coach for several football teams. The time that I have invested as a coach has been important for me, and I have felt that I'm contributing with important inputs into the social economy. The extensive interaction with the course participants in the SROI course, together with all the information I have been given about their organisations, have made me understand and appreciate all the work that happens within the social economy even more. The participants' stories together with me getting to know them as individuals have increased my own feeling of being a part of the social economy (1 person, 100 percent); my social network of likeminded has increased substantially and I feel like I am part of a bigger picture.

### **The course participants' organisations**

The outcomes which occur for the course participants' organisations are a direct consequence of the outcomes for the participants. As mentioned earlier, the participants are pretty busy people, but despite that they have chosen to prioritise the advanced training course. The extra work that comes with this has, among other things, led to an increased workload for some of them. This in turn has affected some of the course participants' organisations, particularly since the participants have not prioritised the ordinary tasks enough (456 hours of down prioritisation). Hence, these organisations are experiencing a negative outcome due to the advanced training course; the participants are not carrying out their ordinary work completely.

However, the course has also led to a positive outcome for some organisations. The increased confidence in conducting an SROI analysis, together with the participants' increased knowledge about their own organisation, has led to more effective internal processes for the organisations; the participants' increased knowledge and insights has contributed to organisational development. Among other things, the participants mention that the course has "led to a better use of internal resources" and that they "have discovered and fixed a number of shortcomings within the organisation" (my translation).

At the end of June 2011, internal changes had not yet occurred to a larger extent, but they still created positive value. One participant expresses it like this: "I have learnt a lot and been inspired for future development opportunities" (my translation). I am convinced that more effective internal processes are the consequences of the advanced training course and that this

will bring the largest values for the organisations over time. The participants' knowledge and confidence regarding SROI has a large potential of being the foundation when evaluating internal processes, and thereby create knowledge about important relationships which can be the base for further organisational development and increased value creation.

### **Hotel and restaurant and the transport sector**

In the beginning of this chapter, a number of outputs created by the advanced training course is presented, including travelling amounting to 55 710 kilometres, 55 hotel nights, 388 meals (lunch/dinner) and 666 coffee servings (coffee and snacks). These outputs are a direct result of services being bought from companies within the hotel and restaurant as well as the transport sector. The services have generated incomes for these companies, that amounts to 161 096 SEK in total for the hotel and restaurant sector and 113 416 SEK for the transport sector.

Whether these incomes are converted into a financial surplus is of course dependent on the internal cost structure for each company, i.e. if the incomes exceed the costs. However, just being an observer tells me that organisations in question do manage to generate a surplus. The prices, the time that they have been into business and the quality of the services delivered, indicate that they do generate a surplus. Hence, the advanced training course creates an important outcome (financial surplus) for both sectors.

### **Environment**

The travelling, hotel accommodation and meals that have been consumed as a consequence of the advanced training course has produced greenhouse gas emissions, i.e. a negative outcome for the environment. Driving a car or going by bus leads to a direct production of carbon dioxide. Trains require energy that in turn leads to emissions of greenhouse gas. Staying at a hotel leads to the use of water and detergent for towels and sheets, soap for cleaning the room, electricity to vacuum the floor, groceries for breakfast, lunch, and dinner etcetera. All of these activities lead to emissions of greenhouse gas.

One way to measure emissions of different greenhouse gas is to convert all types of emissions to equivalent amount of carbon dioxide, so called Carbon Dioxide Equivalents (CO<sub>2</sub>-eq). With this method, it is easier to compare different types of emissions with each other. Such an approach has been chosen in this analysis. As a result of this, it can be concluded that the total emissions of greenhouse gas from travelling and from accommodation and eating is 4.4 tonnes and 2.8 tonnes CO<sub>2</sub>-eq respectively.

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**Table 5.1: Outcomes, indicators and proxies**

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<i>Stakeholder</i>	<i>Input</i>	<i>Output</i>	<i>Outcome</i>	<i>Indicator</i>	<i>Quantity of change</i>	<i>Proxy</i>	<i>Value</i>
Course participants	Time	Spent on average 57 hours on the course  Several almost completed SROI analyses	Increased confidence in conducting an SROI analysis	1. Presence at training sessions 2. Hours devoted to own SROI work 3. Change in knowledge level 4. Number of people who report an increased confidence in conducting an SROI analysis	29 (47 %)	Market price for a corresponding course	24 750 SEK
			Increased social network	Number of people who report an increased social network	28 (44 %)	Perceived value in relation to total positive value created	8 250 SEK
			Increased understanding of its own organisation	Number of people who report an increased understanding of its own organisation	15 (24 %)	Perceived value in relation to total positive value created	4 125 SEK
			Personal development	Number of people who report personal development	8 (12 %)	Perceived value in relation to total positive value created	4 125 SEK

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Course participants (continued)			Increased work load	Number of people who report an increased work load	6 (9 %)	Salary cost (median salary in Sweden) for average amount of participant hours spent on own work with SROI	-9 111 SEK
Coordinators and project manager (SOUL)	Time and competence	Spent a total of 352 hours, and thereby completed four sub courses	Increased knowledge about SROI	Number of people who report an increased knowledge about SROI	1 (14 %)	Market price for a basic SROI training course	9 900 SEK
			Increased social network	Number of people who report an increased social network	1 (14 %)	Perceived participant value in relation to total positive value created	8 250 SEK
			Increased job satisfaction	Number of people who report an increased job satisfaction	1,5 (21 %)	Estimated value in relation to total positive value created	5 000 SEK
Course leader	Time and competence	Have spent 359 hours on preparation, training and support during the course	Increased confidence in conducting an SROI analysis	Number of people who report an increased confidence in conducting an SROI analysis	1 (100 %)	Cost of one day advanced training by nef consulting	10 306 SEK
			Increased feeling of participation in the social sector	Number of people who report an increased feeling of participation in the social sector	1 (100 %)	Perceived value in relation to total positive value created	30 917 SEK

Course participants' organisations	Salary and travel costs	Invested 640 000 SEK in the course participants development	Down prioritisation of regular work tasks	Amount of hours spent on own work	456 hours	Salary cost per hour	-213 SEK
			More effective internal processes	Amount of change initiatives for more effective processes	13 initiatives	Cost for a full day of consultation	8 000 SEK
Hotel and restaurant sector	Time, space in facilities and competence	Sold 55 hotel nights, 388 meals, and 666 coffee servings	Financial surplus	Financial surplus in the hotel and restaurant sector	1 (100%)	Total profit for the hotel and restaurant sector	11 277 SEK
Transport sector	Transport vehicles	Transported the involved in the advanced training course 55 710 km	Financial surplus	Financial surplus in the transport sector	1 (100%)	Total profit for the train and flight sector	3 799 SEK
Environment	Ground, air and water	Travelling amounting to 55710 km, 55 hotel nights, 388 meals and 666 coffee servings	Emissions of greenhouse gas (travelling)	Amount of CO <sub>2</sub> -eq produced during travelling	4.4 tonnes	Cost for certificate for emission of one tonne of carbon dioxide	-250 SEK
			Emissions of greenhouse gas (accommodation and meals)	Amount of CO <sub>2</sub> -eq produced accommodation and meals	2.8 tonnes	Cost for certificate for emission of one tonne of carbon dioxide	-250 SEK

## 7. Impact

The impact that the advanced training course has had on the created outcomes is presented in this chapter. The impact consists of three parts:

- Deadweight: How much of each outcome would have happened anyway?
- Attribution: How much of each outcome is due to other individuals or organisations?
- Displacement: How much of each outcome has either been created before the period of analysis or have “pushed away” other outcomes?

A large part of the deadweight is calculated using two different surveys. One is the survey sent to the participants in the basic SROI training courses (Appendix 8). As mentioned before, it focuses on deadweight for two of the participants’ outcomes: “Increased confidence in conducting an SROI analysis” and “Increased social network”. The response rate for the survey was only 28 percent, but for the purpose it can still be regarded as a sufficient amount of data. For the first mentioned outcome, deadweight was calculated to four percent, and for the second one 22 percent. The same numbers have also been used as deadweight for the remaining participants’ outcomes, the outcomes for the coordinators and the project manager of SOUL, and the course participants’ organisations. The rationale for these and all the other choices regarding the impact are presented in detail in Appendix 4.

In order to measure the deadweight for the environmentally related outcomes, the answers on question 5-7 in the course participant survey (Appendix 6), and question 2-4 in the coordinator and project leader survey (Appendix 7) were used as the main vantage points. From these answers, an estimate was made regarding how much they have travelled, stayed overnight at hotels and eaten. For the travel related outcome the deadweight was calculated to six percent, and for the accommodation and eating 52 percent. Since the travel related outcome is directly linked to the amount of services being bought from the transport sector, the deadweight for the outcome “Increased emissions of greenhouse gas (travelling)” was used for the financial surplus for the transport sector.

The attribution is overall quite low; no outcome has been given an attribution higher than 25 percent, and in a number of cases it is 0 percent. The attribution has in many cases been determined from the survey for the participants, and for the coordinators and project manager. In particular, question 12 and 14 have been used in the first case (Appendix 6) and question 6 in the last one (Appendix 7).

Regarding displacement, it has only occurred for one outcome: “Increased confidence in conducting an SROI analysis” for the participants. Going into the advanced training course, two of the participants had knowledge clearly linked to SROI (social reporting and socioeconomic accounting), and this knowledge was considered displaced. This means that an important part of the knowledge that the increased confidence in conducting an SROI analysis is based on, already existed when the course started. However, this displacement accounts for only two percent of the total value created by the outcome. In Table 6.1 all of the values of the advanced training course’s impact are presented.

**Table 6.1: Impact**

<i>Stakeholder</i>	<i>Outcome</i>	<i>Deadweight</i>	<i>Attribution</i>	<i>Displacement</i>
Course participants	Increased confidence in conducting an SROI analysis	4 %	7 %	2 %
	Increased social network	22 %	11 %	0 %
	Increased understanding of its own organisation	4 %	24 %	0 %
	Personal development	4 %	17 %	0 %
	Increased work load	4 %	25 %	0 %
Coordinators and project manager (SOUL)	Increased knowledge about SROI	4 %	0 %	0 %
	Increased social network	22 %	0 %	0 %
	Increased job satisfaction	22 %	0 %	0 %
Course leader	Increased confidence in conducting an SROI analysis	80 %	0 %	0 %
	Increased feeling of participation in the social sector	29 %	0 %	0 %
The course participants' organisations	Down prioritisation of regular work tasks	4 %	10 %	0 %
	More effective internal processes	4 %	7 %	0 %
Hotel and restaurant sector	Financial surplus	30 %	0 %	0 %

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Transport sector	Financial surplus	6 %	0 %	0 %
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Environment	Emissions of greenhouse gas (travelling)	6 %	0 %	0 %
	Emissions of greenhouse gas (accommodation and meals)	49 %	0 %	0 %

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## 8. Total social benefits

In this chapter, the calculations and benefits presented in the earlier chapters are summarised, i.e. the total social benefits of the advanced SROI training course are presented and also related to the value of inputs. But before that, the last piece of the puzzle is presented; the benefit period and the drop off rate for each outcome.

### Benefit period and drop off rate

The benefit period describes how long an outcome lasts, i.e. for how long it generates value as a consequence of the object of analysis. In Table 7.1, the benefit period is presented for each outcome. A benefit period of one year means that value is created during the year of 2011, a period of two years means value creation during 2011 and 2012, and three years during 2011, 2012 and 2013. Some of the benefit periods are based on estimates from the course participants, some on logical reasoning, and some are derived from external sources.

Also, several of the benefit periods are based on the participants' outcomes. The benefit period for the participant outcome "Increased confidence in conducting an SROI analysis" has been used for the corresponding outcome for the course leader, and for the related outcome for the coordinators/project manager ("Increased knowledge about SROI"). It has also been used for establishing the benefit period for the participant outcome "Personal development".

The benefit period for the participant outcome "Increased social network" has been used for the corresponding outcome for coordinators/project manager, and the related outcome for the course leader ("Increased feeling of participation in the social sector"). The benefit period for the outcome "Increased work load" is moreover the base for the benefit period for the outcome "Down prioritisation of regular work tasks" for the course participants' organisations.

Table 7.1 shows that the benefit periods overall are fairly short. The cause is the magnitude of the object of analysis. A shorter course of this kind obviously has smaller consequences for the stakeholders than a more comprehensive one. The latter will probably lead to more long term outcomes. More details about each benefit period can be found in Appendix 5.

The drop off rate for each outcome - the pace with which the value of the outcome diminishes during the benefit period - is also presented in Table 7.1. In all of the cases, a somewhat straight linear drop off rate has been considered the best way to describe the diminishing values. This means that the drop off rate has been set to 50 percent for the outcomes with a benefit period of two and three years. However, the drop off for the environmental outcomes has been calculated differently. Based on research, it has been set to one percent per year (see Appendix 5). The drop off in absolute terms for each year (for all the outcomes) has been calculated by multiplying the drop off rate with the value for the previous year.

The outcomes with a benefit period of over one year, are mainly of a character which means that they need to be quickly and continuously "taken care of" to maintain at a high level; it is easy to hastily forget new information (Increased confidence in conducting an SROI analysis), new friendships need to be nourished in the beginning if they are to bloom (Increased social network), and new insights needs to be converted into ideas that gets implemented rather quickly in order to maintain the value of them (Personal development). This means that the outcomes start to drop off rather instantly, and continue to do so over time, creating a rather straight linear drop off curve.

However, one might also argue that the drop off rate is a bit slower to begin with and then accelerates with time. In this analysis, such a scenario would also mean that the value of the outcomes would increase. To test the difference, a SROI ratio was calculated with the following drop off rates:

- For outcomes with a benefit period of three years, 100 percent of the value was kept for year 1, 80 percent for year 2, and 40 percent for year 3.
- For outcomes with a benefit period of two years, 100 percent of the value was kept for year 1, and 80 percent for year 2.

In comparison to the scenario with a straight linear drop off rate, this led to an increase in the SROI ratio by around twenty percent. This means that the choice of a straight linear drop off rate can be based on two arguments: a logical reasoning regarding the development of the outcomes over time, and the appliance of the fifth SROI principle; the chosen drop off rate leads to the lowest SROI ratio, and therefore a lower possibility of an over-claimed SROI ratio.

**Table 7.1: Benefit period and drop off**

<i>Stakeholder</i>	<i>Outcome</i>	<i>Benefit period</i>	<i>Drop off</i>
Course participants	Increased confidence in conducting an SROI analysis	3 years	50 %
	Increased social network	2 years	50 %
	Increased understanding of its own organisation	3 years	50 %
	Personal development	3 years	50 %
	Increased work load	1 year	100 %
Coordinators and project manager (SOUL)	Increased knowledge about SROI	3 years	50 %
	Increased social network	2 years	50 %
	Increased job satisfaction	1 year	100 %
Course leader	Increased confidence in conducting an SROI analysis	3 years	50 %
	Increased feeling of participation in the social sector	2 years	50 %

Course participants' organisations	Down prioritisation of regular work tasks	1 year	100 %
	More effective internal processes	3 years	50 %
Hotel and restaurant sector	Financial surplus	1 year	100 %
Transport sector	Financial surplus	1 year	100 %
Environment	Emissions of greenhouse gas (travelling)	3 years	1 %
	Emissions of greenhouse gas (accommodation and meals)	3 years	1 %

### The SROI ratio

In this section, the total social benefits created by the advanced training course are presented, and the SROI ratio is presented. The discussion about the benefit periods in the previous section shows that value is mainly created from 2011 up until 2013. Therefore, this period has been chosen for the inclusion of benefits in the SROI ratio. The total present value created per year is summarised in Table 7.2.

**Table 7.2: Total present value per year**

<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>In total</i>
861 147 SEK	461 350 SEK	179 537 SEK	1 502 034 SEK

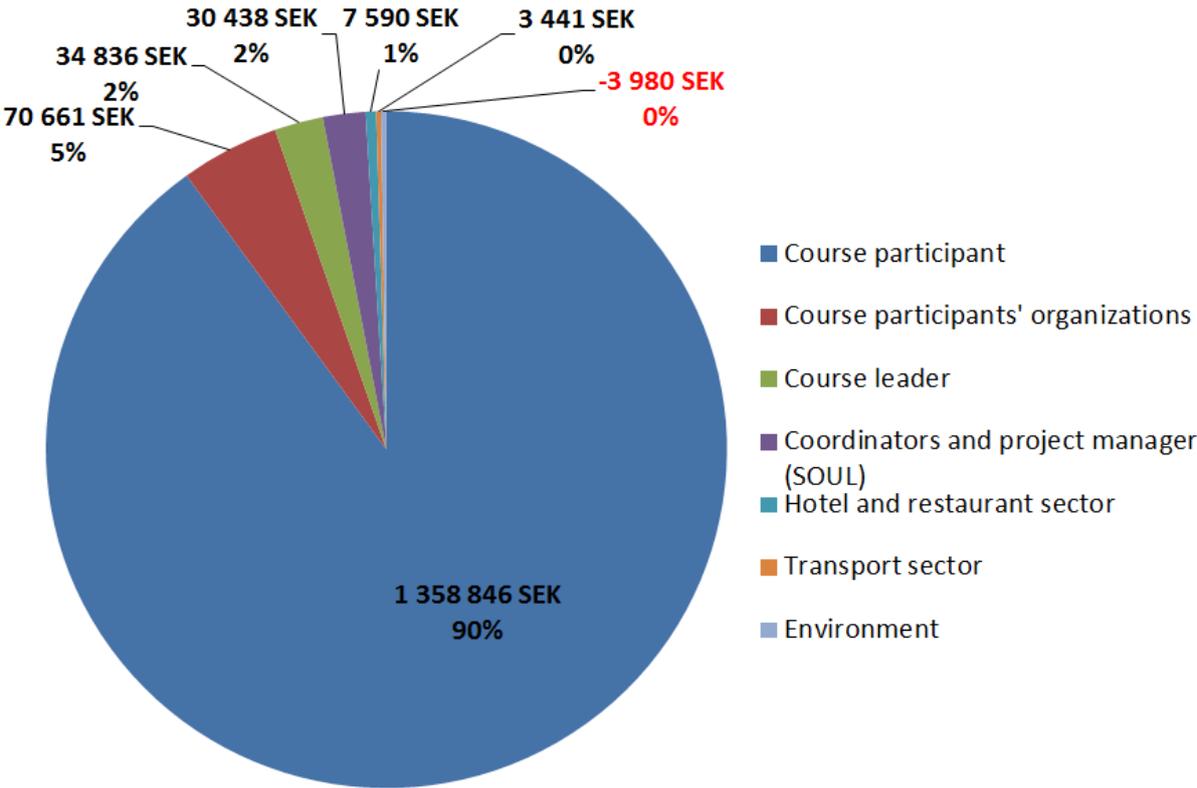
The calculation of the present value requires that future values are discounted (converted) into the value of money today. This makes it possible to compare flows of income and cost over time. This is possible via the use of a discount rate, in this analysis set to four percent. The choice is based on a study by Lilieqvist (2010) regarding the use of discount rates within Swedish authorities, more specifically the Swedish Radiation Safety Authority, the Swedish Environmental Protection Agency, the Swedish Forest Agency, the Swedish National Board of Housing, Building and Planning, the Swedish Dental and Pharmaceutical Benefits Agency, the Swedish National Public Transport Agency, the Swedish Energy Agency and the Swedish Transport Administration. "The conclusion of the essay is that the authorities are very consistent. Most of them use a standard discount rate of about 4 % [...]. The task force for socioeconomic calculation rates (ASEK) gives recommendations for the size of the discount rate, and it has a big influence on the interest rates within the authorities. Some authorities refer

directly to the ASEK interest rates when justifying their own interest rates” (Lilieqvist, 2010: 1, my translation)

There is one main reason behind the choice of the same discount rate as many of the Swedish authorities. Those included in the study by Lilieqvist (2010) all work with different parts of the Swedish welfare system; the nature, health, housing, mobility etcetera. So even though they focus on completely different areas of social benefits, they still use the same discount rate. This in turn, means that all other organisations that focus on social benefits, as the advanced training course did, could use a similar interest rate. Hence, a discount rate of 4 percent has been used in this analysis.

The question is then how much value that is created for each stakeholder. In Figure 7.1 you get the answer, and in Appendix 9 the impact map for the analysis which gives you a short and concise overview of how the value for each stakeholder has been created. As can be seen in the figure below, it is the participants that without a doubt experience the largest benefits from the advanced training course. The outcomes for them equal almost 1.4 million SEK, i.e. 90 percent of the total value. The course participants’ organisations are the stakeholders that experience most benefits after the participants. Their outcomes are valued to just over 70 000 SEK.

**Figure 7.1 Total present value and percentage share per stakeholder**



What is most remarkable is that the negative value for the environmental impact is so low. In total, the course leads to emissions of greenhouse gas of about seven tonnes CO<sub>2</sub>-eq. This is about as much as one individual alone contributes with during one whole year in Sweden (cf. The climate account, 2011). One reason for the low value is that only the first three years of the negative value is included in the calculation. However, the total benefit period might be seen as 100 years, with a drop off of rate of one percent per year. If that period had been accounted for

instead, the net present value would have been around -26 000 SEK. This is still low for such an important outcome. The question is if it is too low to be realistic? More about this in chapter 10 (Areas of improvement).

If we put the total present value of the outcomes (1 502 034 SEK) against the total present value of inputs (1 431 428 SEK), we get a SROI ratio for the advanced training course of 1:1 (1,05:1). This means that the course has not yet created any added value. The main reason for this is that the period of analysis just stretches six months, and at the point of measurement all of the benefits had not yet occurred. Particularly, this is the case for the participants' own organisations and probably the participants within the objects of analysis. However, this is not unique for this course; in a lot of cases similar patterns emerge. It takes time to implement new ideas.

When the participants have had the opportunity to influence the organisation properly, it is very likely that they will evaluate the internal activities from a different perspective (a SROI perspective). From that, they will get valuable information that can lead them to improved or even new processes; more people can be helped to a stronger personal development etcetera.

However, the fact that the total benefits of the advanced training course have already covered the total costs of it is something positive. That means that all outcomes created from early July 2011 and forward is a strict benefit surplus for the course. An SROI analysis at a later stage is therefore recommended to capture the upcoming benefits. If the preparations for such an analysis starts immediately, it is possible to measure the benefit period and drop off rate even more empirically. Also, it gives the opportunity to closely follow the development within organisations as a consequence of the implementation of SROI.

## 9. Sensitivity analysis

A sensitivity analysis has been conducted for a number of variables in the analysis. More specifically, the following aspects have been in focus:

- Monetised inputs
- Deadweight
- Drop off
- Discount rates
- Attribution
- Quantities of change
- Proxies

Each individual value has been changed 50 percent in a negative direction. This means that the values within the five first mentioned areas have been increased 50 percent, while the values of the last two have decreased 50 percent. For each individual change, the consequence for the SROI ratio has been captured. Hence, it will be apparent if there are values which are of great importance for the SROI value. And if so, they can be reviewed one more time to make sure that they are relevant and reasonable.

Normally, the sensitivity analysis consists of an additional part. In that part, all of the values within the seven mentioned areas are changed simultaneously to the same extent until the SROI ratio hits 1:1. The percentage change that is necessary will show how certain it is that the organisation is creating/not creating any added value. However, since the previous chapter shows that the SROI value in this case is 1,1:1, the additional part of the sensitivity analysis is not possible to carry out; the SROI ratio is basically already at 1:1.

- **The monetised inputs** in this analysis refer to the spare time that the course participants have invested in the course, a total of 774 hours. The monetisation of that, meaning the median wage per hour of 213 SEK, is not at all sensitive. When it is increased by 50 percent, the SROI value only changes just over four percent.
- **When it comes to deadweight**, an increase of value by 50 percent leads to a reduction of the SROI ratio with at most five percent. However, since some values for deadweight are based on the survey for the participants in the basic SROI training course – even though the deadweight was not measured for the particular outcomes – I did an extra sensitivity test for those values. I changed deadweight to such a high value as 50 percent but without any significant result. The largest consequence of the changes in deadweight related to the participant outcomes “Increased work load” and “Increased understanding of its own organisation”. In these cases, the SROI ratio decreased with thirteen and eleven percent respectively. But since such a high deadweight is unlikely for these two outcomes, the chosen values for deadweight can be considered rather insensitive.
- **For the drop off rates**, all values except one are insensitive (decreases the SROI ratio by at most three percent). An increase of the drop off rate for the participant outcome “Increased confidence in conducting an SROI analysis” with 50 percent – generating a benefit period of two years instead of three – gives a SROI value of 0.87:1, a decrease by seventeen percent. The drop off rate is not as sensitive as the other variables related to

this outcome, but the change is still significant. Because of the chosen linear drop off rate, it is primarily the underlying benefit period that should be considered here. The decision regarding that is based on a highly solid source (the SROI Network), so what can be questioned is my interpretation of their choice of action (the three year period before a new SROI report needs to be sent in).

My opinion is still that three years is a reasonable benefit period for this type of outcome. During the course, the participants learn considerably about SROI, both in theory and practise. Many of the participants also find many of the steps logical. It is primarily the use of proxies and step four (impact) which is considered a bit complicated. This tells us that most of the participants will be able to perform the initial parts of the SROI analysis for a rather long period of time.

However, there is one thing that makes it reasonable to decrease the benefit period to two years (it is definitively longer than one year), and that is the fact that the participants themselves “chose” a median value for the benefit period of two years, while the average value was 2.7 years. Despite this, I have chosen to stick with my choice of a benefit period of three years, but I do realize that there is a significant need for detailed measurement of the benefit period for this particular outcome in future studies.

- **The discount rate** is not sensitive. An increase of 50 percent leads to a reduction of the SROI ratio with one percent. A discount rate of twelve percent, which is to be considered as high in this context, gives a SROI ratio of 0,94:1, i.e. a large change in the discount rate does not have any significant consequences for the SROI ratio.
- **For attribution**, the participant outcome “Increased confidence in conducting an SROI analysis” is sensitive (the SROI ratio decreases with 35 percent to 0.68:1 when the underlying assumption is changed 50 percent), while the others are not (the SROI ratio decreases with at most six percent). However, the attribution for the increased confidence is based on the course participants own perception. Because the course is a SROI course, the reliability in their perceptions can moreover be considered high. The fact that 75 percent (30 participants) attribute others than the advanced training course with 0 percent is a clear statement; the used average value for the attribution of 7 percent is reasonable.
- **The quantities of change** are in most cases not sensitive; a reduction of 50 percent leads to a change in the SROI ratio with a few percent, and the change for the participant outcome “Increased social network” means an eight percent lower SROI ratio. There is only one outcome for which the quantity of change can be considered really sensitive: the participant outcome “Increased confidence in conducting an SROI analysis”. Reducing the quantity to half makes the SROI ratio drop 35 percent to 0.68:1.

The measurement of the latter outcome is based on four indicators of both subjective and objective character. Also, the threshold values are overall fairly restrictive. Altogether, this means that the quantity of change can be considered reasonable. My own experience of the participants’ developments also point in the same direction. I have followed them during six months and I can see that they have progressed considerably; just a simple matter like the types of questions they asked during the final part of the

course speaks for itself; the precision and the thoughts behind the questions at the end were on a significantly higher level than in the beginning.

- **The proxies** are in all cases except for one not sensitive; a reduction of 50 percent leads to a change in the SROI ratio between one and seven percent. The proxy being sensitive is “Market price for a corresponding course”, i.e. the value for the participant outcome “Increased confidence in conducting an SROI analysis”. Decreasing it to half (just over 12 000 SEK) reduces the SROI ratio with 35 percent to 0.68:1.

Market prices are supposed to represent the total value of the good or service purchased, and the use of them can therefore be considered as an established approach when it comes to formulation of proxies. Also in this particular case the approach can be considered reasonable. The increased confidence that the participants feel is without a doubt the most far reaching outcome from the course, primarily concerning its strength but also range. As mentioned earlier, the course participants do not pay a fee to participate in the course, but if they were to attend a comparable course on the commercial market the fee would be 24 750 SEK (Website SROI, 2011). The chosen proxy of that particular sum can therefore be considered reasonable.

## 10. Areas of improvement

In this final chapter, areas of improvement are highlighted. These have been divided into two main areas: course and measurement related. The course related areas are based on the course participant's own view of how the course can improve, and the measurement on my own reflections about the analysis. In both cases, the improvements are presented in a numbered list based on how important I think they are (the first one is the most important one).

### Course related areas of improvement

1. Clarify the amount of time required for the course. In several of the participant surveys, the importance of clarifying that a significant amount of time outside the training sessions is needed is enhanced: "Clarify that the course will take a lot of time (also clarify an estimate of how much)" (Course participant, my translation). One participant even sees the amount of time needed as the problem per se: "More realistic time requirement. Too much time is needed outside the training sessions. Better to have one object of analysis that is the same for all the groups, or at least not a real one. It takes too much time to reach participants, administrators and other people" (my translation). This opinion is worth to think about, but the benefit of the course is probably bigger with a real analysis.
2. Use IT tools for distance teaching. Several of the course participants highlight the importance of not always meeting physically for training sessions and instead use IT tools to perform the training. One course participant expressed it like this: "Divide it into half-days with electronic distance teaching. We need input more often and more effectively. Better to start or end with a two day session", and another one like this: "Use web technology instead of physical meetings. It makes it easier to communicate more often and to keep everything fresh in mind" (my translations). It is worth thinking about these suggestions, especially since they contribute to a smaller environmental impact. But it is also important to remember that the physical meetings play an important role for the dialogue and the social networking.
3. Increased support through a database and publicly available SROI reports. Both during the course and in the participant survey, the need for a Swedish database with examples of outcome, indicators and proxies has been highlighted, as well as finalised Swedish SROI reports to use as inspiration in their own work. This is of course relevant ideas, and something that the Swedish SROI Network is working on.
4. Group size and composition. A couple of participants highlight that the number of people in the course were too many: "The group of people at each session should not be as big as it was; smaller groups give more room for each group's own questions" (my translation). Another participant wants to put together participants in groups based on "how far one has gotten, targets and expectations. More 'even' groups" (my translation). The person also highlights the importance of a clearer message that it is necessary (!?) that each project group includes one person with knowledge about accounting and calculations, and one with knowledge about the activities in the object of analysis. The participant highlights that such a combination increases the success rate, i.e. finalising the entire SROI analysis.

## Measurement related areas of improvement

1. Frequent measurement of indicators during the course. The idea to conduct an SROI analysis of the entire advanced training course emerged towards the end of its duration. This meant that necessary measurements relating to the indicators were not done on a continual basis during the course, e.g. the participants did not keep a diary of their travelling and the time spent on the analysis. Instead, they were told to retrospectively try to remember how they had travelled and worked. This is not preferable, even if their estimations seem reasonable. A measurement system needs to be in place before the period of analysis begins. A more balanced use of subjective and objective indicators for the individually based stakeholder (course participants, coordinators, project leader and course leader) would also be beneficial for the analysis; the amount of subject indicators is a bit too high.
2. The proxy for emissions of greenhouse gas. The value of the negative outcome for the environment in this analysis is probably a bit too low in comparison to the actual conditions. The reason is the difficulty of finding a fair proxy. The cost for emission rights that are used here is an accepted market price of emission, but it can still be considered low. A more relevant proxy would instead be based on the sanitation costs for the emissions, i.e. the cost for neutralising the negative environmental outcome. The publication by Maibach et al. (2008) considers this approach for some parts of the transport sector. Hence, that study should definitely be used as inspiration in future SROI analyses.
3. Deadweight for the individual-based stakeholders. As mentioned earlier, a large part of the values for deadweight for the individual-based stakeholders are based on the survey for the course participants in the basic SROI training course. However, the survey only focuses on the outcomes “Increased confidence in conducting an SROI analysis” and “Increased social network”. The fact that there are clear connections between these and the rest of the other outcomes (some stronger than others), makes the survey useful even for the latter outcomes. But in the future, separate control groups should be identified for each outcome, making sure that more detailed measurements of deadweight is undertaken.
4. The benefit period for the outcome “Increased confidence in conducting an SROI analysis.” The sensitivity analysis shows the need to more specifically measure the benefit period for the outcome “Increased confidence in conducting an SROI analysis”. Therefore, the course participants’ development within this area needs to be followed during the coming years to get a better empirically based understanding of how reasonable a benefit period of three years is.

## Appendix

### Appendix 1 – Information about travel costs

This appendix specifies the “normal price” per mean of transport and distance that have been used to calculate the travelling costs related to the advance training course.

Type of trip	Cost	Source
Tax free travel expenses compensation per km by car	1.85 SEK	Website Swedish Tax Agency, 2011
Cost for a trip within the local traffic network in Stockholm (ticket by sms)	30 SEK	Website Stockholm local traffic, 2011
Cost for a trip with a tram in Gothenburg (ticket by sms)	21 SEK	Website Traffic west, 2011
Cost for a one way trip with a flight bus in Stockholm (Bromma)	74 SEK	Website Airport coaches, 2011
Cost for a one way trip by airplane between Visby-Bromma (adult, not refundable)	928 SEK	Website Gotlandsflyg, 2011
Cost for a one way trip by airplane between Malmö-Bromma (adult, not refundable)	894 SEK	Website Malmö Aviation, 2011
Cost for a longer trip with bus or tram in Östergötland (ticket by sms)	80 SEK	Website Traffic Östergötland, 2011
Cost for a trip within the local traffic network in Östergötland (ticket by sms)	20 SEK	Website Traffic Östergötland, 2011
Cost for a one way ticket by train between Jönköping-Linköping (adult, not refundable)	241 SEK	Website SJ, 2011
Cost for a one way ticket by train between Uppsala-Linköping (adult, not refundable)	283 SEK	Website SJ, 2011
Cost for a one way ticket by train between Huskvarna-Linköping (adult, not refundable)	238 SEK	Website SJ, 2011
Cost for a one way ticket by train between Stockholm-Linköping (adult, not refundable)	224 SEK	Website SJ, 2011
Cost for a one way ticket by train between Södertälje-Linköping (adult, not refundable)	188 SEK	Website SJ, 2011
Cost for a one way ticket by train between Växjö-Linköping (adult, not refundable)	194 SEK	Website SJ, 2011
Cost for a one way ticket by train between Kramfors-Östersund (adult, not refundable)	362 SEK	Website SJ, 2011
Cost for a one way ticket by train between Falkenberg-Halmstad (adult, not refundable)	61 SEK	Website SJ, 2011
Cost for a one way ticket by train between Lund-Halmstad (adult, not refundable)	86 SEK	Website SJ, 2011
Cost for a one way ticket by train between Malmö-Halmstad (adult, not refundable)	86 SEK	Website SJ, 2011

Cost for a one way ticket by train between Gothenburg-Halmstad (adult, not refundable)	187 SEK	Website SJ, 2011
Cost for a one way ticket by train between Falköping-Gothenburg-Halmstad (adult, not refundable)	339 SEK	Website SJ, 2011
Cost for a one way ticket by train between Falköping-Halmstad (adult, not refundable)	339 SEK	Website SJ, 2011
Cost for a one way ticket by train between Karlstad-Stockholm (adult, not refundable)	207 SEK	Website SJ, 2011
Cost for a one way ticket by train between Stockholm-Göteborg (adult, not refundable)	301 SEK	Website SJ, 2011

## Appendix 2 – Outcomes and indicators

In this appendix you will get information about the background for each outcome and indicator, i.e. what statements from the stakeholders that have led to the phrasing of outcomes, how indicators have been chosen, and what threshold values have been used for the indicators. A threshold value tells you what criteria that needs to be fulfilled in order for a material change to have occurred. In the table below – the first of two in this appendix – the data that has been the foundation for the categorisation of outcomes, as well as the choice of indicators are presented. The next table presents the indicators in more detail.

<i>Stakeholder</i>	<i>Outcome</i>	<i>Answer from the stakeholders (my translations)</i>	<i>Indicator</i>	<i>Rationale for the chosen indicator</i>
Course participants	Increased confidence in conducting an SROI analysis	a) "After the course, having conducted an SROI analysis and seen the work of others, I feel quite confident in conducting a whole SROI analysis" b) "I feel much more confident now than when I started" c) "Through experience and mistakes, I have gained insight and acknowledgement" d) "From the knowledge I have gained, I feel pretty secure" e) "I have a sufficient understanding of the whole concept, but I need someone to discuss it with" f) "Increased knowledge about SROI"	1. Presence at training sessions 2. Hours devoted to own work 3. Change in knowledge level 4. Number of people who report an increased confidence in conducting an SROI analysis	Selected by myself based on the outcome
	Increased social network	a) "New contacts/relations" b) "Gotten to know the participants in the object of analysis" c) "Increased interaction with colleagues" d) "Increased social network and knowledge about the other organisations"	Number of people who report an increased social network	Selected by myself based on the outcome

Course participants (continued)	Increased understanding of its own organisation	<ul style="list-style-type: none"> <li>a) "I have gained new insights about my own organisation"</li> <li>b) "Increased insight regarding the importance of my own organisation"</li> <li>c) "Ideas for organisational development"</li> <li>d) "Spend more time thinking about the outcomes of my inputs at work"</li> <li>e) "Gotten to know my own organisation"</li> </ul>	Number of people who report an increased understanding of its own organisation	Selected by myself based on the outcome
	Personal development	<ul style="list-style-type: none"> <li>a) "I have gained increased self-confidence"</li> <li>b) "Increased self-confidence in dialogue about social economy, social enterprising and similar"</li> <li>c) "Increased pride (through knowledge) about the importance of culture and the 'public education' for the local community"</li> <li>d) "Increased meaning in my work"</li> <li>e) "Personal development"</li> <li>c) "My formal analytical thinking has been "refreshed"</li> </ul>	Number of people who report personal development	Selected by myself based on the outcome
	Increased work load	<ul style="list-style-type: none"> <li>a) "Has taken time from other work tasks "</li> <li>b) "Increased stress due to lack of time"</li> <li>c) "Increased work load"</li> </ul>	Number of people who report an increased work load	Selected by myself based on the outcome
Coordinators and project manager (SOUL)	Increased knowledge about SROI	<ul style="list-style-type: none"> <li>a) "More knowledge about how the analysis can be conducted in different organisations"</li> <li>b) "Has changed the thinking – focus on outcomes and value created from the organisation"</li> </ul>	Number of people who report an increased knowledge about SROI	Selected by myself based on the outcome

	Increased social network	a) "Gotten to know the participants better"	Number of people who report an increased social network	Selected by myself based on the outcome
	Increased job satisfaction	a) "Give support that is appreciated" b) "I love to see that the course has led to better internal cooperation, it is really exciting!"	Number of people who report an increased job satisfaction	Selected by myself based on the outcome
Course leader	Increased confidence in conducting an SROI analysis	a) "The preparations, discussions and the support has given me deeper knowledge and has made me even more secure in the methodology"	Number of people who report an increased confidence in conducting an SROI analysis	Selected by myself based on the outcome
	Increased feeling of participation in the social sector	a) "Interaction with the participants, and their stories about their organisations make me feel even more as a part of the sector"	Number of people who report an increased feeling of participation in the social sector	Selected by myself based on the outcome
Course participants' organisations	Down prioritisation of regular work tasks	a) "Less time for other work tasks" b) "Takes too much time from other work tasks" c) "Lost working time" d) "Down prioritisation of regular work tasks" e) "Less time for other things (105 hours)" f) "Reduced presence of manager"	Hours devoted to the course	Selected by myself based on the outcome

Course participants' organisations (continued)	More effective internal processes	<p>a) "Led to better resource allocation"</p> <p>b) "Have discovered and corrected flaws in the organisation"</p> <p>c) "Changed internal work process (more individual support)"</p> <p>d) "Decision about using the methodology for evaluation of new project, and internal discussion about the organisation"</p> <p>e) "Cooperation over internal organisational boundaries"</p> <p>f) "Regarding evaluation, we have started an internal work to improve the tools"</p>	Amount of change initiatives for more effective processes	Selected by myself based on the outcome
Hotel and restaurant sector	Financial surplus	Identified on my own from the knowledge about the use of this type of services	Financial surplus in the hotel and restaurant sector	Selected by myself based on the outcome
Transport sector	Financial surplus	Identified on my own from the knowledge about the use of this type of services	Financial surplus in the transport sector	Selected by myself based on the outcome
Environment	Emissions of greenhouse gas (travelling)	Identified on my own from the amount of travelling that have occurred due to the advanced training course	Amount of tonnes CO <sub>2</sub> -eq produced during travelling	Selected by myself based on the outcome
	Emissions of greenhouse gas (accommodation and meals)	Identified on my own from the knowledge about the number of hotel nights and meals that are a result of the advanced training course	Amount of tonnes CO <sub>2</sub> -eq produced by accommodation and meals	Selected by myself based on the outcome

The table below focuses on each individual indicator. The rationale behind each of them is presented, i.e. in what way the indicator is indicating the outcome. The source of each indicator is also presented together with a statement for the chosen threshold value for each indicator.

<i>Stakeholder</i>	<i>Outcome</i>	<i>Indicator</i>	<i>Rationale for the indicator</i>	<i>Source and the use of the indicator</i>
Course participants	Increased confidence in conducting an SROI analysis	1. Presence at training sessions 2. Hours devoted to own work 3. Change in knowledge level 4. Number of people who report an increased confidence in conducting an SROI analysis	1. Presence at the training sessions is a pre-requisite for feeling more confident in SROI due to the advanced training course  2. The mere presence at training sessions is probably not enough for increased confidence; it requires work on one's own  3. Increased confidence comes from knowing more about the method, i.e. a changed knowledge level  4. Feeling confident is an individual feeling, and asking the participants about it is therefore crucial to gain insight of in the outcome	The data relating to all four indicators is taken from the participant survey (Appendix 6). The first two relate to question 2 and 3. The threshold value is 3 days and 15 hours respectively. The latter is based on what is a reasonable minimum level to gain a sufficient understanding about SROI. The third indicator relates to question 9 where the threshold value is "Rather confident". The fourth indicator relates to question 8 with the threshold value "Rather confident". Those who meet indicators 1-3 (on or above all three threshold values), and have answered "A bit confident" on question 8 can be considered to have changed enough to be included as half of a change (0.5). For a whole change (1), all four threshold values must be met. The survey shows 12 whole and 18 half changes.

Course participant (continued)	Increased social network	Number of people who report an increased social network	When the outcome includes both contact with people and knowledge of their organisations, self-reports are a suitable overall indicator to capture the big picture	The data relating to all four indicators on this page is taken from the participant survey (Appendix 6), specifically question 11. For those giving a response relating to the outcome, threshold value “Rather big change” has been used. Those who indicated “Partial change” have been regarded as experiencing half a change (0.5). For the first outcome, “Increased social network”, the result is sixteen whole and eight half changes, for the second, nine whole and four half, the third five whole and one half, and the fourth three whole and two half changes.
	Increased understanding of its own organisation	Number of people who report an increased understanding of its own organisation	A greater understanding is in many regards of internal character, and therefore, the participants own expression of the outcome is a strong indicator	
	Personal development	Number of people who report personal development	The same rationale as for the previous indicator	
	Increased work load	Number of people who report an increased work load	The same rationale as for the previous indicator	
Coordinators and project manager (SOUL)	Increased knowledge about SROI	Number of people who report an increased knowledge about SROI	The coordinators have not conducted an SROI analysis of their own from which the knowledge level can be assessed. Hence, letting them express the change in knowledge themselves is a good alternative indicator	The data relating to all three indicators are taken from the coordinators and project management survey (Appendix 7), specifically question 5. For the ones that gave a response relating to the outcome, the threshold value “Rather big change” has been used. Those who indicated “Partial change” (continues on next page)

Coordinators and project manager (SOUL) (continued)	Increased social network	Number of people who report an increased social network	Since the outcome includes both contact with people and knowledge about their organisations, self-reports are an appropriate indicator to capture the big picture	(continued from last page) have been considered as half of a change (0.5). For the two first outcomes, "Increased knowledge about SROI" and "Increased social network", the survey shows a result in the form one whole change each, and for the third one, one and a half change.
	Increased job satisfaction	Number of people who report an increased job satisfaction	Increased work satisfaction is in many respects of internal character. Hence, letting the coordinators/ project manager express the potential outcome for them constitutes a strong indicator	
Course leader	Increased confidence in conducting an SROI analysis	Number of people who report an increased confidence in conducting an SROI analysis	Because I am the one experiencing the change, it is reasonable that I myself evaluate the change	The data relating to both indicators are based on my own estimate about whether the changes reaches the threshold value "Rather big change" (cf. question 5 in the coordinator and project leader survey). According to me, this is the case for both the indicators.
	Increased feeling of participation in the social sector	Number of people who report an increased feeling of participation in the social sector	The same rationale as for the previous indicator	

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Course participants' organisations

Down prioritisation of regular work tasks

Amount of hours devoted to own work

The hours that the participants reported having spent on their own SROI work is reasonably what primarily contributes to the increased work load. The dates and time for the training sessions were known for a considerable time in advance, and have therefore not been included in the calculations of hours devoted to own work.

The data relating to the indicator is based on the participant survey (Appendix 6), specifically question 3. The participants who reported the outcome state that they have spent  $75+30+40+15+100+75+20=355$  hours on their own work. This sum has been multiplied by 1.29 to cover all participants in the course, i.e. even the 29 percent that did not respond to the survey.

More effective internal processes

Amount of change initiatives for more effective process

For change to happen within an organisation as a result of the advance training course, the participants play a crucial role. They constitute the bridge between the course and the organisation. It is their internal activities that affect the organisation, and therefore they are the ones being best suited to comment on changes in internal processes.

The data relating to the indicator is based on the participant survey (Appendix 6), specifically question 13. For those giving a response relating to the outcome, the threshold value "Rather big change" has been used. Those that indicated a "partial change" have been seen as half of a change (0.5). The survey shows a result of seven whole and four half initiatives. That result has been multiplied by 1.29 to get the result including all organisations.

Hotel and restaurant sector	Financial surplus	Financial surplus in the hotel and restaurant sector	The outcome is of such character that it can be measured directly via generated income and a positive profit margin.	The data relating to the indicator is based on financial reports from the SOUL project (costs totalling 161 096 SEK) and the average profit margin in the sector (7 percent).
Transport sector	Financial surplus	Financial surplus in the transport sector	The outcome is of such character that it can be measured directly via generated income and a positive profit margin.	The data relating to the indicator is based on the surveys for the participants and the coordinators/project manager (Appendix 6 and 7, question 6, 7 and 3, 4 respectively), and on the transport companies websites. The travel costs for the course amount to 113 416 SEK, and the sector profit margin to 3.4 percent.
Environment	Emissions of greenhouse gas (travelling)	Amount of tonnes CO <sub>2</sub> -eq produced during travelling	The greenhouse gas emissions (transformed into CO <sub>2</sub> -eq) produced when travelling are released directly into the environment, and is therefore indicating the outcome	The data relating to the first indicator is based on the participant survey (Appendix 6, question 6 & 7), the coordinators and project manager survey (Appendix 7, question 3 & 4), and the course leader's travel notes. The total number of passenger km travelled per means of transport is: bus 1708 km, train 27 024 km, flight 13 818 km, subway/ tram 935 km. (continues on next page)
	Emissions of greenhouse gases (accommodation and meals)	Amount of tonnes CO <sub>2</sub> -eq produced by accommodation and meals	The greenhouse gas emissions (transformed into CO <sub>2</sub> -eq) produced when staying at hotels and eating are released directly into the environment, and is therefore indicating the outcome	

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(continued from last page)  
From Hedenus (2011a; 2011b) these tariffs have been used for CO<sub>2</sub>-eq per km: train 1.5 g, car 156 g, air-plane 158 g, long distance bus 20 g and subway/tram 0.7 g.

The data relating to the second indicator is partly based on the lists of course participants. From these, the amounts of meals and hotel nights have been estimated. The other source is Hedenus (2011a). From him, these tariffs have been used/ calculated for CO<sub>2</sub>-eq: per SEK spent on hotel accommodation (stay overnight + breakfast) 35 g, lunch/dinner 3250 g (average of meal with fish and beef/ lamb), cup of coffee 23 g and cookie/pastry 90 g. The average price for a hotel night during the course was 741 SEK (750+895+650+670 divided by 4).

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### Appendix 3 – Proxies

In the table below, you get the background regarding the chosen proxies, i.e. the rationale behind them, the source for the data, and where relevant, how the proxy has been calculated. It should be mentioned that the median hourly wage in Sweden 2009 – the latest available number at Statistics Sweden – plus social expenditures has been used as an overall expression of how much an hour is worth for those involved in the advanced training course, regardless if it is an hour of their spare time or a working hour. The median monthly wage in Sweden 2009 was 24 900 SEK. It has been divided by 170 working hours per month, and to that social expenditures of 45.33 percent (Website Facts on economics, 2011) have then been added.

<i>Stakeholder</i>	<i>Outcome</i>	<i>Proxy</i>	<i>Value</i>	<i>Rationale for proxy</i>	<i>Source/calculation</i>
Course participants	Increased confidence in conducting an SROI analysis	Market price for a corresponding course	24 750 SEK	The outcome is the most comprehensive, and to use the market value for a corresponding course is therefore appropriate; it is the price for achieving the outcome.	Website SROI (2011). The total price for attending the course is 49 500 SEK per group (maximum of three people). Since the common constellation is two per group, the market price has been split in half. Further, the informal dialogs with three participants regarding the perceived values of the outcomes shows that they see the value for the outcome in focus here representing (on average) about 60 percent of the total positive value created. Hence, the latter is here considered being 41 250 SEK (41 250 x 0.6 = 24 750).

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Course participants (continued)	Increased social network	Perceived value in relation to total positive value created	8 250 SEK	There is not a market price for increased social network, and therefore, the perceived value in this particular case is a relevant approach to capture the value.	The informal dialogs with three participant's regarding the perceived value shows that they consider the value of the outcome in focus here representing (on average) about 20 percent of the total positive value created. 20 percent of 41 250 SEK (see earlier calculation) is 8 250 SEK.
	Increased understanding of its own organisation	Perceived value in relation to total positive value created	4 125 SEK	There is not a market price for increased understanding of its own organisation, and therefore, the perceived value in this particular case is a relevant approach to capture the value.	The informal dialogs with three participant's shows that they consider the value of the outcome in focus here representing (on average) about ten percent of the total positive value created. Ten percent of 41 250 SEK (see earlier calculation) is 4 125 SEK.
	Personal development	Perceived value in relation to total positive value created	4 125 SEK	There is not a market price for personal development, and therefore, the perceived value in this particular case is a relevant approach to capture the value.	The informal dialogs with three participant's shows that they consider the value of the outcome in focus here representing (on average) about ten percent of the total positive value created. Ten percent of 41 250 SEK (see earlier calculation) is 4 125 SEK.

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Course participants (continued)	Increased work load	Salary cost (median salary in Sweden) for average amount of participant hours spent on own work with SROI	-9 111 SEK	Hours spent on the course outside of the training sessions are those that primarily have contributed to the increased workload. As an expression of the range of the outcome, an average of the related hours has been calculated for the participants who have indicated the outcome.	The five participants that indicated the outcome have spent 15, 15, 24, 40 and 120 hours on own SROI work, an average of 42.8 hours. The sum has been multiplied with the given hourly value (Participant survey; Website Statistics Sweden, 2011; Website Facts on economics, 2011).
Coordinators and project manager (SOUL)	Increased knowledge about SROI	Market price for a basic SROI training course	9 900 SEK	The person experiencing the change has only participated during the training days, and has not been involved in any specific SROI work. The knowledge gained is therefore in comparison with the knowledge gained during a SROI basic training course. The market price for the latter has therefore been used as a proxy; it is the price for achieving the outcome.	Website SROI (2011)
	Increased social network	Perceived participant value in relation to total positive value created	8 250 SEK	Since the outcome is the same as the one for the participants, the proxy for the latter is used here as well.	See the related participant outcome on the previous page.

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<p>Coordinators and project manager (SOUL) (continued)</p>	<p>Increased job satisfaction</p>	<p>Estimated value in relation to total positive value created</p>	<p>5 000 SEK</p>	<p>There is not a market price for job satisfaction, and therefore, the estimated value in this particular case is a relevant approach to capture the value.</p>	<p>The coordinators and project management survey (Appendix 7) shows that the outcomes “Increased knowledge in SROI” and “Increased social network” is considered extensive, i.e. they are expressed as major changes by the ones experiencing them. The two people experiencing “Increased job satisfaction” have instead expressed the change as a partial/rather big change. That difference need to be reflected in the proxy, and about half of the value compared to the one for increased knowledge seems reasonable (5 000 SEK); it is still a significant value but considerably lower than the value for the two major changes.</p>
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Course leader	Increased confidence in conducting an SROI analysis	Cost of one day advanced training by nef consulting	10 306 SEK	It would take about one day of individual in-depth training with nef consulting to obtain a similar knowledge and confidence level.	One day with nef consulting costs £1000. The average exchange rate for the first six months of 2011 has been used in the currency conversion, i.e. 10.3057 SEK (My own estimation; tender from nef consulting; Website Sweden's central bank, 2011).
	Increased feeling of participation in the social sector	Perceived value in relation to total positive value created	30 917 SEK	There is not a market price for an increased feeling of participation in the social sector, and therefore, the perceived value in this particular case is a relevant approach to capture the value.	The perceived value of the outcome have been captured by comparing my perception of it with the (market)value of my increased confidence. I found that a reasonable level for the value is about three times as big as the value of the increased confidence, i.e. $10\ 306 \times 3 = 30\ 917$ SEK. More specifically, that is based on my opinion on how many times higher confidence I would have to get before it matches the value of the increased feeling of participation in the social sector.

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Course participants' organisations	Down prioritisation of regular work tasks	Salary cost per hour	-213 SEK	The value of the outcome corresponds to the number of hours of down prioritisation, and is therefore used as the basis for the proxy.	Total hours of down prioritisation (355 x 1.29 = 458) have been multiplied by the given hourly value. (Website Statistics Sweden, 2011; Website Facts on economics, 2011)
	More effective internal processes	Cost for one day consultation	8 000 SEK	An organisational consultant would need at least one full day to achieve an equivalent outcome. To bring together employees to discuss the same thing would most likely have been more expensive. Therefore, the level of the value can be considered reasonable in order not to over claim.	My own estimate of time spent (8 hours) multiplied with a conservative consultant rate of 1000 SEK.
Hotel and restaurant sector	Financial surplus	Profit for the companies in the hotel and restaurant sector	11 277 SEK	The profit tells how much the involved companies has earned, i.e. the financial surplus.	The average profit margin for the 100 largest hotel and restaurant companies in Sweden 2008 (Hirsch et al., 2009) has been multiplied with the total hotel and restaurant cost for the training course. The margins for 2010 were not available, and those for 2009 are misleading due to the financial crisis.

Transport sector	Financial surplus	Profit for the companies in the transport sector	3 799 SEK	The same rationale as for the previous proxy	An average profit margin for the airline industry 2010 (2.7 percent) and the train industry 2009 (4 percent) has been calculated (3.4 percent) and multiplied with the total transport cost for the training course. Public transport has not been included since such tax funded organisations are not comparable. (Website Infrastructure news, 2011; Swedish Transport Agency, 2011)
Environment	Increased emissions of greenhouse gas (travelling)	Cost for certificate of emission for one tonne of carbon dioxide	-250 SEK	The Swedish Society for Nature Conservation trade emission rights for carbon dioxide. The emission right is the “cost” for releasing emissions and is therefore a suitable proxy. The price for an emission is based on EU recommendations.	The total amount of CO <sub>2</sub> -eq (4.4 tonnes) was multiplied with the cost of a certificate. (Website Swedish Society for Nature Conservation, 2011)
	Increased emissions of greenhouse gas (accommodation and meals)	Cost for certificate of emission for one tonne of carbon dioxide	-250 SEK	The same rationale as for the previous proxy	The total amount of CO <sub>2</sub> -eq (2.8 tonnes) was multiplied with the cost of a certificate. (Website Swedish Society for Nature Conservation, 2011)

## Appendix 4 – Impact

This appendix gives you information about the source for and calculation of deadweight, attribution and displacement. These are presented in the mentioned order in the three tables below.

### Deadweight

<i>Stakeholder</i>	<i>Outcome</i>	<i>Deadweight</i>	<i>Source/calculation</i>
Course participants	Increased confidence in conducting an SROI analysis	4 %	The survey for the participants in the basic SROI training course (Appendix 8) shows that two out of the 27 respondents to some extent have worked with SROI after the basic training. They wrote: “I have tried to get SROI into the project that I’m working with” and “This perspective is always with me when I discuss ‘values’ created by projects I’m working in” (my translations). These two do not match the outcome but are still seen as half a change each (0.5). Dividing the result with the total number answers (27) gave a deadweight of four percent. From one perspective, that might be considered fairly low. On the other hand, it is important to remember that there isn’t anyone else in Sweden that provide SROI training and there was not an international option for the advance training course at the time (just basic training), the increased confidence is measured with the confidence level that the participants had after the basic training course as the base (meaning that it is a consequence of extensive SROI work after the basic training), the advanced training course was implemented to satisfy a need among the participants in the basic training courses for extensive support in conducting SROI analyses, and with this support only about a third of the groups managed to finalise their analysis. Hence, it is not surprising that the survey shows a deadweight of only four percent; up until now the advanced training course has more or less been a pre-requisite for gaining the kind of increased confidence in conducting an SROI analysis that the advance training course has led to.

Course participants (continued)	Increased social network	22 %	In the just mentioned survey, a total of seven people indicated that they had increased their social network during the period after the basic SROI course. Five of those correspond to the current outcome and are treated as whole changes (1). For example, one person wrote: "I have been included in Coompanion Skaraborg and SENS (the network for the social economy in Skaraborg)" (my translation). The other two gave answers that do not fully correspond to the outcome, e.g.: "[Participated during] Kuses distribution conference and during a seminar in Almedalen in July 2011" (my translation). These two are seen as half changes. Hence, the six whole changes have been divided with 27 answers, generating a deadweight of 22 percent.
	Increased understanding of its own organisation	4 %	The same deadweight as for the outcome "Increased confidence in conducting an SROI analysis" is used. It is through the application of SROI – and therefore an increased confidence – that the increased understanding is created, and the same deadweight can therefore be used.
	Personal development	4 %	The same deadweight as for the outcome "Increased confidence in conducting an SROI analysis" is used. "Personal development" in this context is related to the increased confidence in SROI. Since the earlier has been created as a consequence of the latter, the same deadweight can be used.
	Increased work load	4 %	The same deadweight as for the outcome "Increased confidence in conducting an SROI analysis" is used. The increased work load is a direct consequence of the time spent to increase the confidence in conducting an SROI analysis. The same deadweight can therefore be used.
Coordinators and project manager (SOUL)	Increased knowledge about SROI	4 %	Because of the similarities to the participant outcome "Increased confidence in conducting an SROI analysis", the same deadweight has been used.

Coordinators and project manager (SOUL) (continued)	Increased social network	22 %	Because the outcome is the same as the participant outcome "Increased social network", the same deadweight has been used.
	Increased job satisfaction	22 %	The outcome is a consequence of the social interaction with the participants. This clearly relates to the meaning of the outcome "Increased social network", and the same deadweight has therefore been used.
Course leader	Increased confidence in conducting an SROI analysis	80 %	Deadweight is based on my own estimate of the likeliness of me conducting a corresponding course anyway. Given that, among other things, a similar course has been offered to a customer before the advanced training course, the likeliness is rather big, approximately 80 percent.
	Increased feeling of participation in the social sector	29 %	The value is based on my own assessment of how many projects that I would have had the corresponding relation to during an equivalent course. An optimistic estimation is eight, meaning one full course. These eight have been divided with the number of objects of analysis in the advanced training course (28), and thereby a value for deadweight has been calculated.
Course participants' organisations	Down prioritisation of regular work tasks	4 %	Because the outcome is a direct consequence of the participant outcome "Increased confidence in conducting an SROI analysis" the same deadweight has been used; the organisational outcome occurs on the same premises as the related participant outcome.
	More effective internal processes	4 %	The same rationale as for the previous value of deadweight.
Hotel and restaurant sector	Financial surplus	30 %	The surveys (Appendix 6 & 7) show that neither hotel accommodation nor restaurant visits would normally occur for the course participants as a consequence of their work. It is also (continues on next page)

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 estimated that these aspects would not have occurred in their personal lives either, particularly because the course was held on weekdays. Deadweight is therefore zero percent. However, about half of the money spent on the hotel and restaurant sector relates to lunch and coffee. Westman & Skans (2001) study show that people eat lunch at restaurants about three times a week. This means that about 60 percent of the lunches during the advanced training course would probably have been eaten at a restaurant anyway. In turn, that means that 60 percent of the about 80 000 SEK that the hotel and restaurant sector has gained from lunch and coffee would have been obtained regardless. Of the total income from the advance training course, this is just under about a third, which results in a deadweight of 30 percent.

Transport sector	Financial surplus	6 %	The outcome is connected to the environmental outcome “Increased emissions of greenhouse gas (travelling)”. The emissions are needed for the sector to earn money and the same deadweight as for the environmental outcome is therefore used.
Environment	Increased emissions of greenhouse gas (travelling)	6 %	The emissions of CO <sub>2</sub> -eq that would have been produced even if the advanced training course would not have been carried out are derived from the surveys (question 5 in Appendix 6, and question 2 in Appendix 7). The calculations show emissions of 0.26 tonne CO <sub>2</sub> -eq even without the course. Divided by the results for the total outcome (4.4 tonnes CO <sub>2</sub> -eq). That results in a deadweight of six percent.
	Increased emissions of greenhouse gas (accommodation and meals)	49 %	In the outcome, emissions for lunch, dinner, coffee servings and hotel accommodation are included. In the three first cases, it is likely that that the participants would have eaten and been (continues on next page)

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drinking coffee to the same extent  
regardless (deadweight is 100 percent).  
However, the surveys clearly states that  
hotel stays would not occur. Since the  
hotel stays generate 1.43 tonnes CO<sub>2</sub>-  
eq, the lunches, dinners, and coffee  
servings account for 1.37 tonnes (2.8  
minus 1.43). This is equivalent to 49  
percent of the outcome, i.e. the  
deadweight for the outcome.

### Attribution

<i>Stakeholder</i>	<i>Outcome</i>	<i>Attribution</i>	<i>Source/calculation</i>
Course participants	Increased confidence in conducting an SROI analysis	7 %	Of those who have indicated "Increased knowledge about SROI" as an outcome (Appendix 6), 30 participants have attributed the course 100 percent, six participants 90 percent, two participants 80 percent, one participant 60 percent, and one participants 50 percent. The average value has been used to calculate the attribution (1 minus the average).
	Increased social network	11 %	Of those who have indicated the outcome (Appendix 6), 13 participants have attributed the course 100 percent, one participant 90 percent, two participants 80 percent, one participant 70 percent, two participants 60 percent, and one participant 30 percent. The average value has been used to calculate the attribution (1 minus the average).
	Increased understanding of its own organisation	24 %	Of those who have indicated the outcome (Appendix 6), three participants attributed the course 100 percent, two participants 90 percent, one participant 70 percent, one participant 60 percent, and three participants 50 percent. The average value has been used to calculate the attribution (1 minus the average).

	Personal development	17 %	Of those who have indicated the outcome (Appendix 6), one participant has attributed the course 100 percent, two participants 90 percent, one participant 80 percent, and two participants 70 percent. The average value has been used to calculate the attribution (1 minus the average).
	Increased work load	25 %	Of those who have indicated the outcome (Appendix 6), one participant has attributed the course 100 percent, two participants 80 percent, and one participant 40 percent. The average value has been used to calculate the attribution (1 minus the average).
Coordinators and project leader in SOUL	Increased knowledge about SROI	0 %	The participant who indicated the outcome (Appendix 7) attributed others with 0 percent.
	Increased social network	0 %	The participant who indicated the outcome (Appendix 7) has attributed others with 0 percent.
	Increased job satisfaction	0 %	The two participants who indicated the outcome (Appendix 7) has attributed others with 0 percent.
Course leader	Increased confidence in conducting an SROI analysis	0 %	My estimate is that the outcome is solely a result of the advanced training course.
	Increased feeling of participation in the social sector	0 %	My estimate is that the outcome is solely a result of the advanced training course.
Course participants' organisations	Down prioritisation of regular work tasks	10 %	Of those who indicated the outcome, three participants attributed the course 100 percent, two participants 80 percent, and two participants 40 percent. The average value has been used to calculate the attribution (1 minus the average).

Course participants' organisations (continued)	More effective internal processes	7 %	Of those who indicated the outcome, six participants attributed the course 100 percent, two participants 90 percent, one participant 80 percent, and one participant 70 percent. The average value has been used to calculate the attribution (1 minus the average).
Hotel and restaurant sector	Financial surplus	0 %	The services that are the base for the outcome have solely been purchased for the advanced training course. The attribution is therefore 0 percent.
Transport sector	Financial surplus	0 %	The services that are the base for the outcome have solely been purchased for the advanced training course. The attribution is therefore 0 percent.
Environment	Increased emissions of greenhouse gas (travelling)	0 %	The travelling has solely occurred in order to get to the training sessions or to work with the participants' own SROI analyses. The attribution is therefore 0 percent.
	Increased emissions of greenhouse gas (accommodation and meals)	0 %	The services that the outcome is based on have solely been purchased for the advanced training course. The attribution is therefore 0 percent.

### Displacement

<i>Stakeholder</i>	<i>Outcome</i>	<i>Displacement</i>	<i>Source/calculation</i>
Course participants	Increased confidence in conducting an SROI analysis	2 %	The displacement here relates to previous knowledge on social reporting and socioeconomic accounting respectively for two participants. Hence, an important part of the knowledge that their increased confidence in SROI is based on was there before the course started. Therefore, the two have benefitted from the knowledge, and one (continues on next page)

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of the course participants indicates that the displacement is 20 percent. The equivalent number has therefore been used for both of them. The total displacement is calculated through dividing the two individuals with the total number of participants who experienced the outcome (21). Then, the two individuals' share has been multiplied with 0.2 in order to receive the total displacement.

All stakeholders    All other outcomes

0 %

There is nothing in the total data collection that indicates that a displacement has occurred for any of the other outcomes; they are based entirely on the advanced training course.

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## Appendix 5 – Benefit period

In the table below, you will find information about the background for the benefit period for each outcome, i.e. the source and the calculation of each period. In some cases, the participants' own estimates have been used to decide the benefit period. Considering that object of analysis is an advance course in SROI, the participants can be considered knowledgeable enough to make such qualified estimates of the benefit periods.

<i>Stakeholder</i>	<i>Outcome</i>	<i>Benefit period</i>	<i>Source/calculation</i>
Course participants	Increased confidence in conducting an SROI analysis	3 years	A person just receiving the title accredited SROI practitioner from the SROI Network UK, needs to hand in a new SROI report after three years to be able to maintain the title (Website SROI Network, 2011). I interpret this as an approximation of the benefit period for the competence that it requires to get a SROI report approved; if a person is not working at all with SROI it is likely that she or he has lost a lot of the competence. Hence, the network needs to make sure that a person holding the title is competent enough, and therefore she or he needs to send in a new report after three years. Since the outcome focused on here is closely related to the benefit period just discussed, the latter can be used for the first participant outcome.
	Increased social network	2 years	The participants met for five training sessions at the most, and during these they have gotten to know each other and their organisations. A way to determine the length of the benefit period is to see when it feels awkward for participants to contact each other after not being in touch since the course. At that point in time, the benefit period is over. A reasonable estimate in this particular case is two years. This is backed up by the participants' own estimates; their chosen average benefit period is 1.9 years. Five of them chose one year, three chose two years and four chose three years.
	Increased understanding of its own organisation	3 years	For this outcome, the participants' own estimations have been used to set the benefit period. Out of the thirteen participants that experience the outcome, nine have specified a benefit period. One of them chose one year, three of them two years, three of them three years, and the last two four and five years respectively. On average, this means 2.8 years; rounded up it gives a benefit period of three years.

Course participants (continued)	Personal development	3 years	The outcome is closely related to the first participant outcome (Increased confidence in conducting an SROI analysis); the personal development is to a large extent a consequence of the confidence in conducting an SROI analysis. Hence, it is reasonable to use the same benefit period for the two outcomes, i.e. three years.
	Increased work load	1 year	The outcome mainly lasts during the time period of the course, and probably a short while afterwards. Considering that the average amount of hours spent on the course for the participants experiencing the outcome, the benefit period is no longer than one year, i.e. it does not take longer than that for them to get back on track.
Coordinators and project manager (SOUL)	Increased knowledge about SROI	3 years	Since this outcome has large similarities with the participant outcome “Increased confidence in conducting an SROI analysis”, the benefit period for the latter is used here as well, i.e. three years.
	Increased social network	2 years	The outcome is the same as the socially related one for the participants, and the same benefit period is therefore used, i.e. two years.
	Increased job satisfaction	1 year	The two persons experiencing the outcome put it like this: “Give support that is appreciated” and “I love to see that the course has led to better internal cooperation, it is really exciting!” (my translations). Hence, the outcome is of smaller character, and the benefit period thereby short; no more than one year.
Course leader	Increased confidence in conducting an SROI analysis	3 years	The outcome is the same as for the participants, and the same benefit period is therefore used, i.e. three years.
	Increased feeling of participation in the social sector	2 years	The outcome has substantial similarities with the outcome “Increased social network” for participants and coordinators/the project manager. Therefore, the same benefit period is used, i.e. two years.

Course participants' organisations	Down prioritisation of regular work tasks	1 year	The outcome is a direct consequence of the participant outcome "Increased work load"; the down prioritisations have occurred because of the increased work load. This also means that it is reasonable that the outcome will diminish shortly after the advanced training course. Hence, the benefit period is no longer than one year.
	More effective internal processes	3 years	For this outcome, the participants' own estimations have been used to set the benefit period. Out of the thirteen participants that experience the outcome, nine have specified a benefit period. One of them chose one year, four of them two years, three of them three years, and one five years. On average, this means 2.5 years; rounded up it gives a benefit period of three years.
Hotel and restaurant sector	Financial surplus	1 year	The financial surplus is only generated during 2011, and more specifically during the period for the advanced training course; it is only during this period that services are bought. Hence, the benefit period is one year.
Transport sector	Financial surplus	1 year	The financial surplus is only generated during 2011, and more specifically during the period for the advanced training course; it is only during this period that services are bought. Hence, the benefit period is one year.
Environment	Increased emissions of greenhouse gas (travelling)	3 years	Carbon dioxide is the greenhouse gas mainly produced as a consequence of the advanced training course. "Carbon dioxide, CO <sub>2</sub> , is a greenhouse gas with long duration of stay in the atmosphere, at least 100 years" (Website Swedish Transport Agency, 2011, my translation). Since the duration of stay can be seen as a synonym for benefit period, a benefit period of 100 years could be chosen for the two environmentally related outcomes. However, since the negative value of the emissions in this SROI analysis is rather low, a benefit period of only three years has been chosen. The reason is to match the longest benefit period for other outcomes (three years) and therefore base the calculation of the SROI ratio on a total period of three years. However, when it comes to the drop off rate, that still needs to reflect the duration of CO <sub>2</sub> in the atmosphere, i.e. that it on average decreases with one percent a year.
	Increased emissions of greenhouse gas (accommodation and meals)	3 years	

## Appendix 6 – Survey for the course participants

As you already know, I will be conducting an evaluating SROI analysis of the advanced SROI training course. To gain information for the analysis, we need your help! Below you will find a series of questions that we want you to answer as complete, accurate and honest as possible. The first part relates directly to the SROI analysis, whilst the second part aims at getting your opinion of the course as a whole, i.e. getting a base to continue develop the course.

### Part 1

1. Have you, prior to the advanced training course, attended a two day introductory course in SROI? Yes    No
  
2. The advanced training course consisted of a total of five training sessions. Which of these did you attend? Specify with number, e.g. "Day 1,3 and 5". \_\_\_\_\_
  
3. How many hours have you, up to the last training session, spent working on your own SROI analysis, i.e. hours spent individually or working in your team? Do not include the time spent during the training sessions. \_\_\_\_\_
  
4. The time you have spent on the advanced training course (that you stated in question 2 and 3) can be considered as working hours or leisure time. We would like to know how many percent of your total hours spent on the course that you consider to be working hours. \_\_\_\_\_
  
5. We have a supplementary question to question 2 and 3. If you had not attended the advanced training course, how would you most likely have spent the time included in question 2 and 3? Answer generally based on activities and what potential trips the activities would have required. Regarding potential trips: indicate means of transportation and estimated distance in km.  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

6. To determine the impact the course has on the environment, we need to know how you transported yourself during the course (to and from training sessions, team meetings, interaction with stakeholders etc.) and how far you travelled with each time. Regarding trips with flights and/or trains, we also would like to know what distance/distances you travelled and how many times per distance. Use the column to the far right to state that.

	Have you used the mean of transportation?		If Yes, how many one-way trips?	If Yes, how many km in total?	If flight/train: state distance and number of one-way trips
<i>Car</i>	Yes	No	If you used a car, please see question 7.		<u>Train (Distance &amp; amount):</u>
<i>Bus</i>	Yes	No	_____	_____	
<i>Train</i>	Yes	No	_____	_____	<u>Flight (Distance &amp; amount):</u>
<i>Flight</i>	Yes	No	_____	_____	
<i>Subway</i>	Yes	No	_____	_____	
<i>Tram</i>	Yes	No	_____	_____	
<i>Bicycle</i>	Yes	No	_____	_____	
<i>Walking</i>	Yes	No	_____	_____	
<i>Other (type what):</i> _____			_____	_____	

**7.** We have a supplementary question to those who used a car as a mean of transportation during the course. We would like to know how many one-way trips and kilometres you have travelled by yourself, and also how many one-way trips and kilometres you have travelled together with other people, and furthermore with how many others.

	Amount of one-way trips	Total amount of kilometres
Travelling alone:	_____	_____
Travelling together with one (1) other person in the car:	_____	_____
Travelling together with two other persons in the car:	_____	_____
Travelling together with three other persons in the car:	_____	_____
Travelling together with four other persons in the car:	_____	_____
Travelling together with more than four other persons in the car:	_____	_____

**8.** The main aim of the course is to increase your understanding for, and implementation of, SROI. We would like to know how confident you feel at the moment to make a SROI analysis on your own.

Very insecure
Fairly insecure
A bit confident
Rather confident
Confident

Develop your answer: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**9.** We have a supplementary question to your answer on question 8. Try to recall the first meeting of the course and consider your knowledge at the time regarding the steps and principles of SROI, i.e. how to accomplish a SROI analysis. Compare that to your knowledge today. How would you describe the change of your level of knowledge regarding the accomplishment of a SROI analysis?

No/negative change
Minor positive change
Partial positive change
Rather big positive change
Major positive change

**10.** We have another supplementary question to your answer on question 8. If you have marked any of the three first options: What do you think needs to be changed in the course in order for you to feel "Rather confident"? If you marked "Rather confident": What do you think needs to be changed in order for you to feel "Confident"? If you marked "Confident": leave the lines blank.

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**11.** We would like to know what outcomes you experience as a consequence of the advanced SROI training course, and the extent of these consequences. Hence, we want you to name, and shortly describe a maximum of three outcomes of the course, i.e. what consequences the course resulted in for you. If you experience that you have not yet noticed any outcomes, just leave the lines blank. Do not forget that outcomes can be positive, negative, expected and unexpected.

We also want you to specify the benefit period of each outcome: State the number of years, starting from July 1<sup>st</sup> 2011 in the column named "Benefit period". We would like you to rank the outcomes (the most significant outcome as number 1) and state the extent of each change. To estimate the latter, use the following scale and state the number that best corresponds to each change.

1. Minor change 2. Partial change 3. Rather big change 4. Major change

<i>Outcomes:</i>	<i>Extent of change:</i>	<i>Benefit period:</i>
1. _____ _____ _____	_____ _____ _____	_____ _____ _____
2. _____ _____ _____	_____ _____ _____	_____ _____ _____
3. _____ _____ _____	_____ _____ _____	_____ _____ _____

**12.** Attribution is important to consider. Hence, we wonder how many percent of the outcomes in question 11 (q 11) that depends on other individuals, organisations and/or activities than the advanced training course.

<i>Outcome no 1 in q 11:</i>	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
<i>Outcome no 2 in q 11:</i>	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
<i>Outcome no 3 in q 11:</i>	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%

Develop your answers regarding attribution, i.e. what possible individuals, organisations and/or activities that have contributed to each change and in what way.

Outcome no 1 in q 11: \_\_\_\_\_  
\_\_\_\_\_

Outcome no 2 in q 11: \_\_\_\_\_  
\_\_\_\_\_

Outcome no 3 in q 11: \_\_\_\_\_  
\_\_\_\_\_

**13.** We would also like to know whether your participation in the course already have led to any consequences for the organisation/s you belong to, i.e. if any outcomes have occurred for the organisation/s. We would like you to name, and shortly describe, a maximum of three of these potential outcomes. If you experience that no outcomes have yet occurred, just leave the lines blank. Do not forget that outcomes can be positive, negative, expected and unexpected.

We also want you to specify the benefit period of each outcome: State the number of years, starting from July 1<sup>st</sup> 2011 in the column named "Benefit period". We would like you to rank the outcomes (the most significant outcome as number 1) and state the extent of each change. To estimate the extent of change, use the following scale and state the number that best corresponds to each change.

1. Minor change 2. Partial change 3. Rather big change 4. Major change

<i>Outcomes:</i>	<i>Extent of change:</i>	<i>Benefit period:</i>
1. _____ _____ _____	_____ _____ _____	_____ _____ _____
2. _____ _____ _____	_____ _____ _____	_____ _____ _____
3. _____ _____ _____	_____ _____ _____	_____ _____ _____

**14.** In this question we also want your opinion about attribution. How many percent of the possible outcome/s in question 13 (q 13) depends on other individuals, organisations and/or activities than the course?

<i>Outcome no 1 q 13:</i>	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
<i>Outcome no 2 q 13:</i>	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
<i>Outcome no 3 q 13:</i>	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%

Develop your answers regarding attribution, i.e. what possible individuals, organisations and/or activities that have contributed to each change and in what way.

*Outcome no 1 q 13:* \_\_\_\_\_  
\_\_\_\_\_

*Outcome no 2 q 13:* \_\_\_\_\_  
\_\_\_\_\_

*Outcome no 3 q 13:* \_\_\_\_\_  
\_\_\_\_\_

**Part 2**

**15.** Here are some final questions regarding the course as a whole. The first question relates to your opinion of the pace in the course, both during the training sessions and between them.

The pace during each training session:

Much too high      Slightly too high      Moderate      Slightly too low      Much too low

The pace between each training session, i.e. the number of weeks in between them:

Far too many      Slightly too many      Moderate      Slightly too few      Far too few

Develop your answers regarding the pace: \_\_\_\_\_

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**16.** You have used some templates during the course, in Excel (SROI matrix etc.) as well as in Word (the SROI report). What do you think about these? Are you missing anything in these, and/or are there anything that needs to be changed?

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**17.** We will conduct the advanced training course at various latter occasions, so why we need your help to develop it. You have had the opportunity on the previous pages, as well as in SOUL's course evaluation, to specify necessary improvements. Here, we here wonder if there is something in the course that you experienced as really good and something that we therefore definitely shouldn't change? If so, what?

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**Thank you for your feedback, it means a lot to us!**

## Appendix 7 – Survey for the coordinators and project manager

As you already know, I will be conducting an evaluating SROI analysis of the advanced SROI training course. To gain information for the analysis, we need your help! Below you will find a series of questions that we want you to answer as complete, accurate and honest as possible.

**1.** Up until the last training session, how many hours have you spent on the course, i.e. to make reservations, prepare the sessions, attend them etcetera? \_\_\_\_\_

**2.** We have a supplementary question to question 1. If you had not attended the advanced training course, how would you most likely have spent the time included in question 2 and 3? Answer generally based on activities and what potential trips the activities would have required. Regarding potential trips: indicate means of transportation and estimated distance in km.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**3.** To determine the impact the course has on the environment, we need to know how you transported yourself during the course (primarily to and from the training sessions,) and how far you travelled with each time. Regarding trips with flights and/or trains, we also would like to know what distance/distances you travelled and how many times per distance. Use the column to the far right to state that.

	Have you used the mean of transportation?		If Yes, how many one-way trips?	If Yes, how many km in total?	If flight/train: state distance and number of one-way trips
<i>Car</i>	Yes	No	If you used a car, please see question 7. _____	_____	<u>Train (Distance &amp; amount):</u>
<i>Bus</i>	Yes	No	_____	_____	
<i>Train</i>	Yes	No	_____	_____	
<i>Flight</i>	Yes	No	_____	_____	
<i>Subway</i>	Yes	No	_____	_____	<u>Flight (Distance &amp; amount):</u>
<i>Tram</i>	Yes	No	_____	_____	
<i>Bicycle</i>	Yes	No	_____	_____	
<i>Walking</i>	Yes	No	_____	_____	
<i>Other (type what):</i> _____			_____	_____	

**4.** We have a supplementary question to those who used a car as a mean of transportation during the course. We would like to know how many one-way trips and kilometres you have travelled by yourself, and also how many one-way trips and kilometres you have travelled together with other people, and furthermore with how many others.

	Amount of one-way trips	Total amount of kilometres
Travelling alone:	_____	_____
Travelling together with one (1) other person in the car:	_____	_____
Travelling together with two other persons in the car:	_____	_____
Travelling together with three other persons in the car:	_____	_____
Travelling together with four other persons in the car:	_____	_____
Travelling together with more than four other persons in the car:	_____	_____

**5.** We would like to know what outcomes you experience as a consequence of the advanced SROI training course, and the extent of these consequences. Hence, we want you to name, and shortly describe a maximum of three outcomes of the course, i.e. what consequences the course resulted in for you. If you experience that you have not yet noticed any outcomes, just leave the lines blank. Do not forget that outcomes can be positive, negative, expected and unexpected.

We would also like you to rank the outcomes (the most significant outcome as number 1) and state the extent of each change. To estimate the latter, use the following scale and state the number that best corresponds to each change.

1. Minor change   2. Partial change   3. Rather big change   4. Major change

<i>Outcomes:</i>	<i>Extent of change:</i>
1. _____ _____ _____	_____ _____
2. _____ _____ _____	_____ _____
3. _____ _____ _____	_____ _____

**6.** Attribution is important to consider. Hence, we wonder how many percent of the outcomes in question 5 (q 5) that depends on other individuals, organisations and/or activities than the advanced training course.

*Outcome no 1 in q 5:* 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

*Outcome no 2 in q 5:* 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

*Outcome no 3 in q 5:* 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Develop your answers regarding attribution, i.e. what possible individuals, organisations and/or activities that have contributed to each change and in what way.

Outcome no 1 in q 5: \_\_\_\_\_

\_\_\_\_\_

Outcome no 2 in q 5: \_\_\_\_\_

\_\_\_\_\_

Outcome no 3 in q 5: \_\_\_\_\_

\_\_\_\_\_

**7.** We would also like to know whether you feel that the course have led to any consequences for the SOUL project as a whole, i.e. if any outcomes have occurred for the project. We would like you to name, and shortly describe a maximum of three of these potential outcomes. If you experience that no outcomes have yet occurred, just leave the lines blank. Do not forget that outcomes can be positive, negative, expected and unexpected.

We would also like you to rank the outcomes (the most significant outcome as number 1) and state the extent of each change. To estimate the latter, use the following scale and state the number that best corresponds to each change.

1. Minor change 2. Partial change 3. Rather big change 4. Major change

*Outcomes:* \_\_\_\_\_ *Extent of*

*change:*

1. \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

2. \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

3. \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**8.** In this question we also want your opinion about attribution. How many percent of the possible outcome/s in question 7 (q 7) depends on other individuals, organisations and/or activities than the course?

*Outcome no 1 in q 7:* 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

*Outcome no 2 in q 7:* 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

*Outcome no 3 in q 7:* 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Develop your answers regarding attribution, i.e. what possible individuals, organisations and/or activities that have contributed to each change and in what way.

Outcome no 1 in q 7: \_\_\_\_\_

\_\_\_\_\_

Outcome no 2 in q 7: \_\_\_\_\_

\_\_\_\_\_

Outcome no 3 in q 7: \_\_\_\_\_

\_\_\_\_\_

**Thank you for your feedback, it means a lot to us!**

**Appendix 8 – Survey for the participants in the basic SROI training courses**

During the past fall/winter you participated in SOUL's basic SROI training course (Social Return on Investment). In the evaluation form you completed then, we informed you about our intention to follow up the consequences of the course. This survey constitutes that follow-up. Therefore, we would be very grateful if you, as accurate and honest as possible, could answer the following questions.

1. Gender: Male          Female

2. Age:      18-24 years    25-54 years    55 years or more

3. Highest level of education: Elementary school    High school    Higher education

4. Have you, after finishing the SROI course, in any way worked with SROI?    Yes          No

5. If you answered Yes on question 4, can you describe in what occasion/s, and approximately how many hours you totally spent on the work?

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6. If you answered No on question 4, can you describe the main reasons for not working with SROI?

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7. Have you, after the course, participated in any new gatherings, e.g. continuously meetings, longer seminars or courses where your network within the social economy has increased significantly?

Yes    No

8. If you answered Yes on question 7, can you describe in what way and in which occasions it has appeared?

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**Thank you for your answers, they mean a lot to us!**

## Appendix 9 – Impact map

### Appendix 9 - Impact map (Page 1)

Date for the completion of the analysis: April 16th 2012

STEP 1	STEP 2					
Stakeholders	Description input	Input (SEK)	Source	Activities	Output	Outcome
Course participants	Time	164 715 SEK	Participant survey, Statistics Sweden (SCB), <a href="http://www.ekonomifakta.se">www.ekonomifakta.se</a>	Attends the advanced SROI training course	In total, 3 583 hours of training, i.e. on average 57 hours per participant. In several cases, the hours spent have generated far-reaching SROI analyses	Increased confidence in conducting an SROI analysis
						Increased social network
						Increased understanding of its own organisation
						Personal development
						Increased work load
Coordinators and project manager (SOUL)	Time and competence	0 SEK		Administratively responsible for the course, i.e. recruits participants, makes reservations for facilities and some trips, informs about practicalities, and makes sure that everything runs smoothly. Also, they have participated during the training sessions	In total, they have spent 352 hours on the course. Consequently, four sub courses have been finalised.	Increased knowledge about SROI
						Increased social network
						Increased job satisfaction
Course leader	Time and competence	0 SEK		Leads the course, i.e. plans the content of the course, lectures, leads the discussions and gives individual support to each group	Have spent 359 hours on preparations, training and individual support during the course	Increased confidence in conducting an SROI analysis
						Increased feeling of participation in the social sector

Social Return on Investment – Impact map (Page 2)

Date for the completion of the analysis: April 16th 2012

STEP 1	STEP 2					
Stakeholders	Description input	Input (SEK)	Source	Activities	Output	Outcome
Course participants' organisations	Salary and travel costs	640 000 SEK	Participant survey, homepages of transport companies, SCB, www.ekonomifakta.se	Funds the participants attendance in the course by letting them take the course as part of their work, and also pays for the travel costs.	Invested 640 000 SEK in the development of the participants	Down prioritisation of regular work tasks More effective internal processes
Hotel and restaurant sector	Time, facilities and competens	0 SEK		Provides accomodation, conference and restaurant services to the course	Sold 55 hotel nights, 388 meals (lunch/dinner) and 666 coffee servings (coffee and snacks)	Financial surplus
Transport sector	Means of transportation	0 SEK		Provdies menas of transportation to the involved in the course	Transported the involved in the course a significant part of the 55 710 km traveled	Financial surplus
Environment	Ground, air and water	0 SEK		Enables travelling, accomodation, facilities, food and beverages to the involved in the course	Trips with a total lenght of 55 710 km, 55 hotel nights, 388 meals (lunch/dinner) and 666 coffee servings (coffee and snacks)	Increase emissions of greenhouse gas (traveling) Increase emissions of greenhouse gas (accommodation and meals)
SOUL project	Funding	596 663 SEK	The projects accounting system, participant surveys,	Funds the participants attendance in the course by paying for the administrative, training, travel related costs for the involved in the course	Invested 596 663 SEK in the development of the participants. 63 participants, spread over 28 groups have attended the course	No material outcome for the project
SERUS	Travel costs	30 050 SEK	SERUS accounting system	Plans and implements the course	Have spent over 400 hours on the course	No material outcome for the organisation

Social Return on Investment – Impact map (Page 3)

Object of analysis and time period: SOUL's advanced SROI training course, first six months of 2011

The aim of the analysis is: Map the value creation due to the object of analysis

STEP 3

Indicator	Source	Quantity of change	Benefit period	Drop off rate	Description proxy	Proxy (SEK)	Source
1. Presence at training sessions 2. Hours devoted to own work 3. Change in knowledge level 4. Number of people who report an increased confidence in conducting an SROI analysis	Participant survey	29	3 years	50%	Market price for a corresponding course	24 750 SEK	www.sroi.se
Number of people who report an increased social network	Participant survey	28	2 years	50%	Perceived value in relation to total positive value created	8 250 SEK	Participant dialog
Number of people who report an increased understanding of its own organisation	Participant survey	15	3 years	50%	Perceived value in relation to total positive value created	4 125 SEK	Participant dialog
Number of people who report personal development	Participant survey	8	3 years	50%	Perceived value in relation to total positive value created	4 125 SEK	Participant dialog
Number of people who report an increased work load	Participant survey	6	1 year	100%	Salary cost (median salary in Sweden) for average amount of participant hours spent on own work with SROI	-9 111 SEK	Participant survey, SCB, www.ekonomifakta.se
Number of people who report an increased knowledge about SROI	Coordinator/project manager survey	1	3 years	50%	Market price for a basic SROI training course	9 900 SEK	www.sroi.se
Number of people who report an increased social network	Coordinator/project manager survey	1	2 years	50%	Perceived participant value in relation to total positive value created	8 250 SEK	Participant dialog
Number of people who report an increased job satisfaction	Coordinator/project manager survey	2	1 year	100%	Estimated value in relation to total positive value created	5 000 SEK	Coordinator/project manager survey and SROI analyst estimate
Number of people who report an increased confidence in conducting an SROI analysis	Interview	1	3 years	50%	Cost of one day advanced training by nef consulting	10 308 SEK	SROI analysts, tender from nef consulting, www.rksbank.se
Number of people who report an increased feeling of participation in the social sector	Interview	1	2 years	50%	Perceived value in relation to total positive value created	30 917 SEK	SROI analyst

Social Return on Investment – Impact map (Page 4)

Object of analysis and time period: SOUL's advanced SROI training course, first six months of 2011

The aim of the analysis is: Map the value creation due to the object of analysis

STEP 3

Indicator	Source	Quantity of change	Benefit period	Drop off rate	Description proxy	Proxy (SEK)	Source
Amount of hours devoted to own work	Participant's survey, list of participants	458	1 year	100%	Salary cost per hour	-213 SEK	SCB, <a href="http://www.ekonomifakta.se">www.ekonomifakta.se</a>
Amount of change initiatives for more effective processes	Participant's survey, list of participants	13	3 years	50%	Cost for one day consultation	8 000 SEK	SROI analyst estimate
Financial surplus in the hotel and restaurant sector	Financial reports	1	1 year	100%	Profit for the companies in the hotel and restaurant sector	11 277 kr	Hirsch et al. (2009)
Financial surplus in the transport sector	Participant and coordinator/project manager survey, homepages of transport companies	1	1 year	100%	Profit for the companies in the transport sector	3 799 kr	<a href="http://www.infrastruktyheter.se">www.infrastruktyheter.se</a> , Swedish Transport Agency (2011)
Amount of ton CO2-eq produced during traveling	Participant and coordinator/project manager survey, course leaders travel notes, Hedenus (2011a; 2011b)	4,4	3 years	1%	Cost for certificate of emission for one ton of carbon dioxide	-250 SEK	<a href="http://www.naturskyddsforening.se">www.naturskyddsforening.se</a>
Amount of ton CO2-eq produced for accommodation and meals	List of participants, Hedenus (2011a)	2,8	3 years	1%	Cost for certificate of emission for one ton of carbon dioxide	-250 SEK	<a href="http://www.naturskyddsforening.se">www.naturskyddsforening.se</a>

Social Return on Investment – Impact map (Page 5)

Main goal of the object of analysis: Increase the participants confidence in conducting a SROI analysis

Type av SROI analysis : Evaluative

STEP 4				STEP 5		
				Dis count rate: 4%		
Deadweight (%)	Attribution (%)	Displacement (%)	Impact	Value year 1	Value year 2	Value year 3
4%	7%	2%	637 520 SEK	637 520 SEK	318 760 SEK	159 380 SEK
22%	12%	0%	159 005 SEK	159 005 SEK	79 503 SEK	0 SEK
4%	24%	0%	46 491 SEK	46 491 SEK	23 245 SEK	11 623 SEK
4%	17%	0%	25 488 SEK	25 488 SEK	12 744 SEK	6 372 SEK
4%	25%	0%	-36 848 SEK	-36 848 SEK	0 SEK	0 SEK
4%	0%	0%	9 533 SEK	9 533 SEK	4 767 SEK	2 383 SEK
22%	0%	0%	6 417 SEK	6 417 SEK	3 208 SEK	0 SEK
22%	0%	0%	5 833 SEK	5 833 SEK	0 SEK	0 SEK
80%	0%	0%	2 061 SEK	2 061 SEK	1 031 SEK	515 SEK
29%	0%	0%	22 084 SEK	22 084 SEK	11 042 SEK	0 SEK

Social Return on Investment – Impact map (Page 6)

Main goal of the object of analysis: Increase the participants confidence in conducting a SROI analysis

Type av SROI analysis : Evaluative

STEP 4				STEP 5		
				Dis count rate: 4%		
Deadweight (%)	Attribution (%)	Displacement (%)	Impact	Value year 1	Value year 2	Value year 3
4%	10%	0%	-84 204 SEK	-84 204 SEK	0 SEK	0 SEK
4%	7%	0%	92 114 SEK	92 114 SEK	46 057 SEK	23 029 SEK
30%	0%	0%	7 894 SEK	7 894 SEK	0 SEK	0 SEK
6%	0%	0%	3 578 SEK	3 578 SEK	0 SEK	0 SEK
6%	0%	0%	-1 040 SEK	-1 040 SEK	-1 030 SEK	-1 020 SEK
52%	0%	0%	-334 SEK	-334 SEK	-331 SEK	-327 SEK
<b>PRESENT VALUE</b>				<b>861 147 SEK</b>	<b>461 350 SEK</b>	<b>179 537 SEK</b>

<b>TOTAL VALUE IMPACT</b>	<b>1 502 034 SEK</b>
<b>TOTAL VALUE INPUTS</b>	<b>1 431 428 SEK</b>
<b>SROI RATIO</b>	<b>1:1</b>

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