



AUTHORED BY SUSTAINABLE SQUARE



*Oman Tourism Development Company
Social Return on Investment Analysis*

2015



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For more information on the initiatives presented in this report please find them online

Intajee	www.intajeeoman.com
Zaree	Instagram: zaree_khasab
Salma's Chocolates	www.salmashocolates.com
JAK Farmers	www.intajeeoman.com

Credits

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Glossary of SROI terms

SROI

Social return on investment (SROI) is a principles-based method for measuring extra-financial value (i.e. environmental and social value not currently reflected in conventional financial accounts) relative to resources invested. It can be used by any entity to evaluate impact on stakeholders, identify ways to improve performance, and enhance the performance of investments.

Attribution

Attribution is an assessment of how much the outcome is as a result of the activity or intervention of the organisation under review, and how much is due to other organisations or interventions.

Deadweight

This is an estimation of the amount of change that would have occurred without the intervention.

Displacement

Some value that is created may merely displace the same value for other stakeholders. Displacement is an assessment of how much of the outcome has displaced other outcomes.

Drop-off

As time passes after an initial intervention, the causality between the initial intervention and the continued outcome will lessen; drop-off describes this relationship.

Duration

Length of the effect of an outcome following the initial intervention.

Financial proxy

This is an estimation of a financial value for the outcome when a market value does not exist.

Impact map

This is a spreadsheet which accompanies an SROI report and which contains all the information and calculations that result in the final SROI assessment.

Inputs

The resources that are used to create the intervention by each stakeholder group.

Materiality

In an SROI, if information is material, this means that its inclusion will affect the final valuation within an SROI, and therefore affect decision making. If a piece of information or a stakeholder group will have an effect on the SROI then this needs to be included in the process.

Outcomes

The changes that occur as a result of the intervention. In an SROI, outcomes include planned and unplanned, as well as positive and negative changes.

Outputs

The amount of activity communicated in numerical units, i.e. three people.

Stakeholders

People and organisations that are affected by the activity.

Theory of Change

The story about the sequence of events and changes that led to final outcomes for participants.

Transparency SROI Definition

Each decision relating to stakeholders, outcomes, indicators and benchmarks; the sources and methods of information collection; the different scenarios considered and the communication of the results to stakeholders should be explained and documented.

Springboard

Springboard is a leading UK-based Women's Personal Leadership programme designed by women, for women. It is the premier personal and work development programme for both individuals and organisations.

The objective of the Springboard Programme is to enable women to take clear, practical, realistic steps to take more control over their lives (whatever that means to them).

Acting CEO Message



It gives me great pleasure to share with you Omran's 2015 report on the social impact of our Intajee and Zaree social initiatives. Omran's CSR activities, with Intajee and Zaree at their core, form a pillar of Omran operations, which is assessed not only according to financial success, but on social prosperity, respect for our

heritage and cultural traditions and the preservation of our environment for the future generations. Both social initiatives aim to innovate by providing localized models of community activation while stimulating economic prosperity.

It is a privilege not only to conduct these initiatives in our community, but to measure and quantify the meaningful impact both Intajee and Zaree have in our society. Each programme, located in challenging environments, aims to benefit individuals and families by providing skills and a sustainable source of income to enable the future prosperity of the community at large.

To everyone at Omran, this report provides a quantifiable benchmark for us to evaluate the success of Intajee and Zaree, and through the independent evaluation and analysis contained within the report; we are able to apply results and learnings to elevate both programmes going forwards.

The report provides a transparent tool to enable our stakeholders to gauge social impact against three primary performance indicators, appropriateness, effectiveness and efficiency.

This report quantifies the social return on investment (SROI) as it applies to the Zaree and Intajee initiatives and as such, is the first time that we have used a formal SROI framework measurement based on global reporting standards. The report concludes that the SROI is rated at 1:2.46 which is a favourable evaluation compared to the internationally accepted benchmark for social programmes such as these, which is pegged at an SROI of 1:1.7.

Given these initiatives are diverse in both in nature and geographic location, we are proud of what has been achieved over a relatively short timeframe. The success of these initiatives over the past five years has resulted in the creation of smaller projects under their umbrella. However, the report lays clear the opportunity for us to grow our emphasis on mutual partnerships, increasing our focus on processes and efficiencies and to work to grow these operations, both in terms of revenue and social returns.

Since their inception, Zaree and Intajee have faced and overcome significant challenges on the road to success, reflecting the ambitious and diverse objectives we set for each programme right at the outset.

I would like to personally thank each and every individual, every company and every NGO who have all dedicated so much time and effort to make these social initiatives a real success.

At Omran we are proud to have joined hands with Sustainable Square Oman to publish the first SROI report ever produced in the Sultanate. It is heart-warming to witness the initiative and leadership of Omani organisations such as Sustainable Square in the field of sustainable development. Sustainability is something that cannot be achieved alone, instead we must work together; on an individual, organisational and national level, to achieve this end which is vital to our long term prosperity.

Eng. Ali Al Rasbi

Acting Chief Executive Officer - Omran



Executive Summary

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In this section

- ◆ Sustainable Square Oman Message
- Overview: Social Impact Measurement for Omran
- ▲ Summary of Measurement

Sustainable Square Oman Message



It is an honour to present Omran's 2015 Social Impact Measurement of Intajee and Zaree. These programmes are at the heart of Omran's inclusive growth strategy, piloting innovative and localised models of social activation and micro-economic prosperity.

This Social Impact Measurement report is also the first formal measurement using the Social Return of Investment (SROI) framework in the Sultanate of Oman. SROI tells the story of change by measuring social, environmental and economic outcomes in monetary values. By revealing social value of change, the analysis will help to guide investment decisions in the future. SROI analyses are guided by several core principles; transparency, corroboration, relevance and stakeholder participation. When analysing the Intajee and Zaree programmes, Sustainable Square Oman followed the SROI analysis formula to create a realistic metric to gauge the overall impact and effectiveness of the programmes.

Through this assignment, Sustainable Square Oman had the pleasure of becoming familiar with the Intajee and Zaree programmes to engage, measure and quantify the impact of these programmes on communities and on Omran itself. The ability to engage with different individuals

and groups in Muscat, Al Jabal Al Akhdar, Khasab and Al Mussanah was a unique and rewarding experience for the team at Sustainable Square Oman. We feel honoured to have listened to the people's stories, to have learned about their lives and to have seen the appreciation in their eyes. Going through this journey, we at Sustainable Square Oman have learnt a great deal. It was particularly pleasing to observe the work of the Omran CSR team, and monitor the growth of their community programmes throughout the process. The CSR team responded favourably to observations and inputs received from the Sustainable Square Oman team. For example, Omran was still in its start-up phase of the Intajee 'Farming for Hospitality' programme in Jabal Al Akhdar as the SROI reporting engagement got underway. As a result of direct observational feedback from Sustainable Square Oman, the Omran CSR team decided to extend its support to the programme beneficiaries for an additional season. This of course had a positive impact on the project later on as you will see from this report.

Omran scored 1:2.46 as a SROI. This is a very good result comparing to the submitted SROI reports in the GCC. The average SROI, based on 4 studies (1.98, 4.45, 4.8 and 2.01) is 1:3.31. As a result, a 1:2.46 SROI puts Omran in a strong position to grow. If Omran can accomplish a positive return, comparing favourably to international governmental social programme average SROI (1:1.7), with four very different initiatives in four diverse and far reaching geographical locations to benefit 34 individuals,

then it is clear with expanded partnerships, increased focus on what works the best, and increasing the scale of delivery, we have very special initiatives that could organically drive a 2.46 SROI.

Sustainable Square Oman is the first and only specialised Corporate Social Responsibility (CSR) and sustainability consultancy firm in Oman. Sustainable Square Oman brings together international best practices with deep local expertise to offer think tank consultancy and advisory services in the field of CSR, sustainability and social impact measurement. Being a small enterprise we appreciate the support we get from our partners and we are committed to providing niche-localised CSR disciplines that improve our partners' business operations, optimise their internal processes and enhance the well-being of our communities.

Shaima Murtadha Al Lawati

Founding Partner Oman and Senior Sustainability and Social Investment Advisor - Sustainable Square Oman

Overview: Social Impact Measurement for Omran

This report represents an evaluative Social Return on Investment (SROI) analysis of the Intajee and Zaree Programmes developed by Omran - the Oman Tourism Development Company. Omran aims to build capacity and capability within the tourism sector, and in doing so, support the economic and social development of the Sultanate.

Corporate social responsibility (CSR) forms a pillar of Omran's philosophy, whereby economic development is coupled with positive social change. Through its corporate social responsibility (CSR) initiatives, Omran aims to benefit communities in which the company operates. As a key developer in the country, Omran is committed to ensure that local communities benefit from the development of tourism infrastructure projects. Omran takes its social commitment to the nation seriously and has corporate responsibility programmes that ensures proper liaison with the local

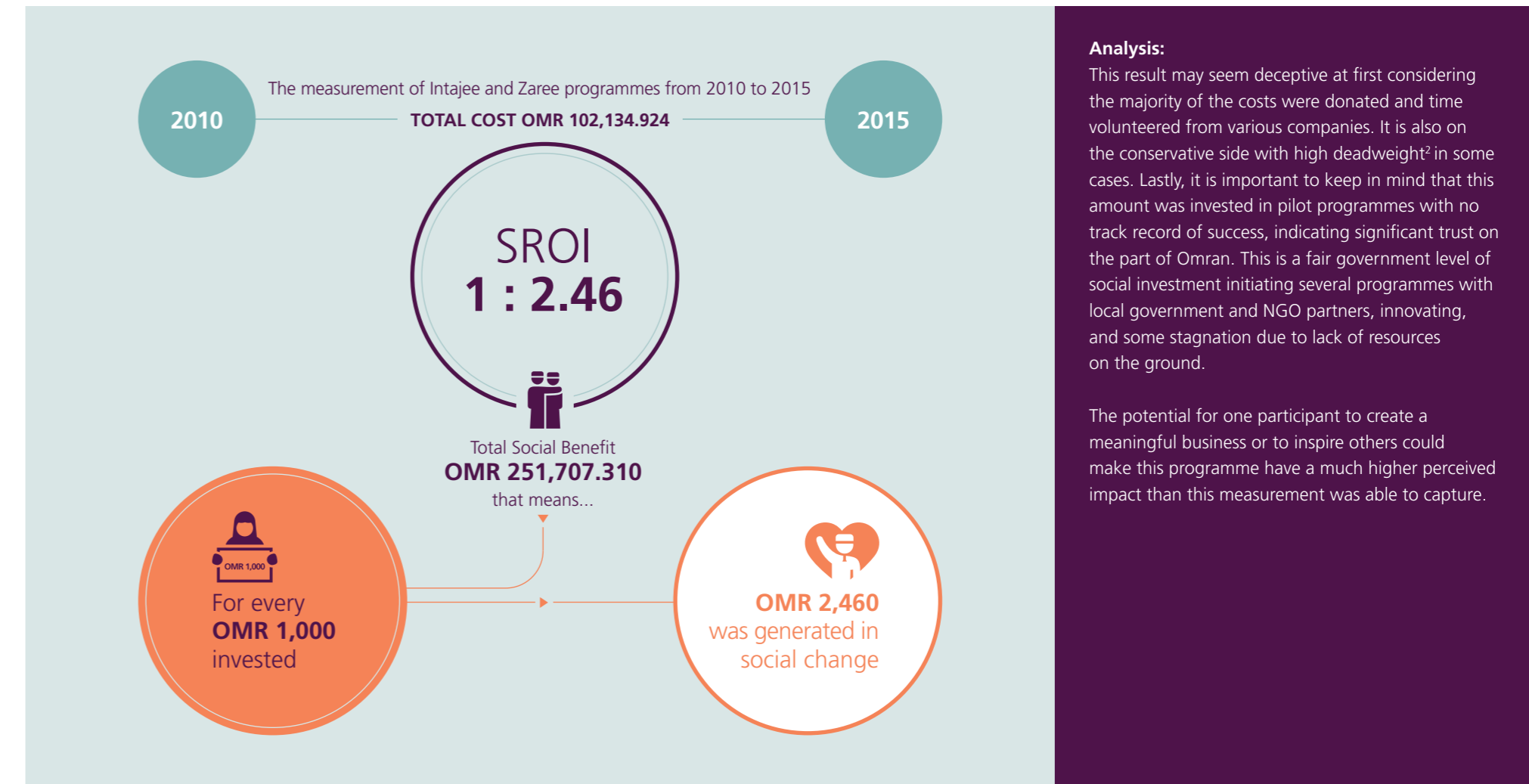
communities. This starts at the inception of any new development and continues throughout, with the aim to leave behind a positive and sustainable legacy for the community.

Omran conducts a number of CSR initiatives, with Intajee and Zaree comprising parts of the CSR programme. The Omran CSR programmes are funded with a total CSR spend of OMR 70,000 per annum. They are known as a leading efficient and resourceful social innovator in the Sultanate and in the tourism sector. With limited resources they have achieved international recognition - specifically the Zaree Khasab project in Musandam, which utilised innovative techniques in challenging environs, and with the Intajee Farming for Hospitality project in Al Jabal Al Akhdar.

While the Intajee projects in Al Mussanah (Intajee Al Mussanah) and Muscat (Intajee Salma's Chocolates) focused on increasing the value and marketability of existing products and activities. However, with multiple challenging innovations, increased passion and attention for their programmes, comes increased responsibility and potentially risks. Omran has chosen to measure their social impact using SROI in order to consider social risks and opportunities¹ because of their unique role as a social innovator who requires additional partners and resources for their programmes to flourish in the community.

Omran chose the Social Value International SROI framework, an analysis championed and standardized by the United Kingdom's SROI Network, to pioneer social measurement as a practice in Oman. SROI is the leading framework for social impact measurement due to its ability to create financial outcomes from non-financial impetus.

Summary of Measurement



¹ Risks and opportunities will be further analysed to create internal recommendations using SROI findings but will not be included in the publicly disseminated report

² Deadweight is an estimation of the amount of change that would have occurred without the intervention.



Purpose & Approach to the Analysis

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- ◆ Purpose of SROI
- SROI Approach
- ▲ Global Benchmarking
- ▣ Impact Map
- ◻ Object of the Analysis
- Scope of the Analysis Period

Purpose of the SROI

Every day our actions and activities can create or erode value, changing the world around us. Although the value we create goes far beyond what can be captured in financial terms, this is, for the most part, the only type of value that is measured and accounted for. Social Return on Investment (SROI) is a framework for measuring and accounting for a broad concept of value, taking into account social, economic and environmental factors. It is recognised as a leading method of measuring impact.

SROI allows us to compare the amount invested in a particular project with the value created, by measuring the different outcomes that have occurred. The SROI framework uses monetary values to represent outcomes. Once these monetary values have been established, a cost-benefit analysis is conducted that includes the notion of social value.

Finally, a SROI ratio is produced that shows the social value in Omani Riyals terms, against money spent on the project or programme.

SROI Approach

To frame the evaluation of impact SROI we used a 'theory of change', which sets out the relationship between the situation (the problem the initiative is trying to address), the inputs (the investment), the outputs (what has happened) and the outcomes (what has changed), in order to help us understand the impacts (what has changed that would not have happened anyway). The methodology takes into account and measures the full range of social value benefits (or lack of benefit) to all stakeholders who are deemed to experience material change. It follows a set of agreed principles and stages.

Principals & Stages

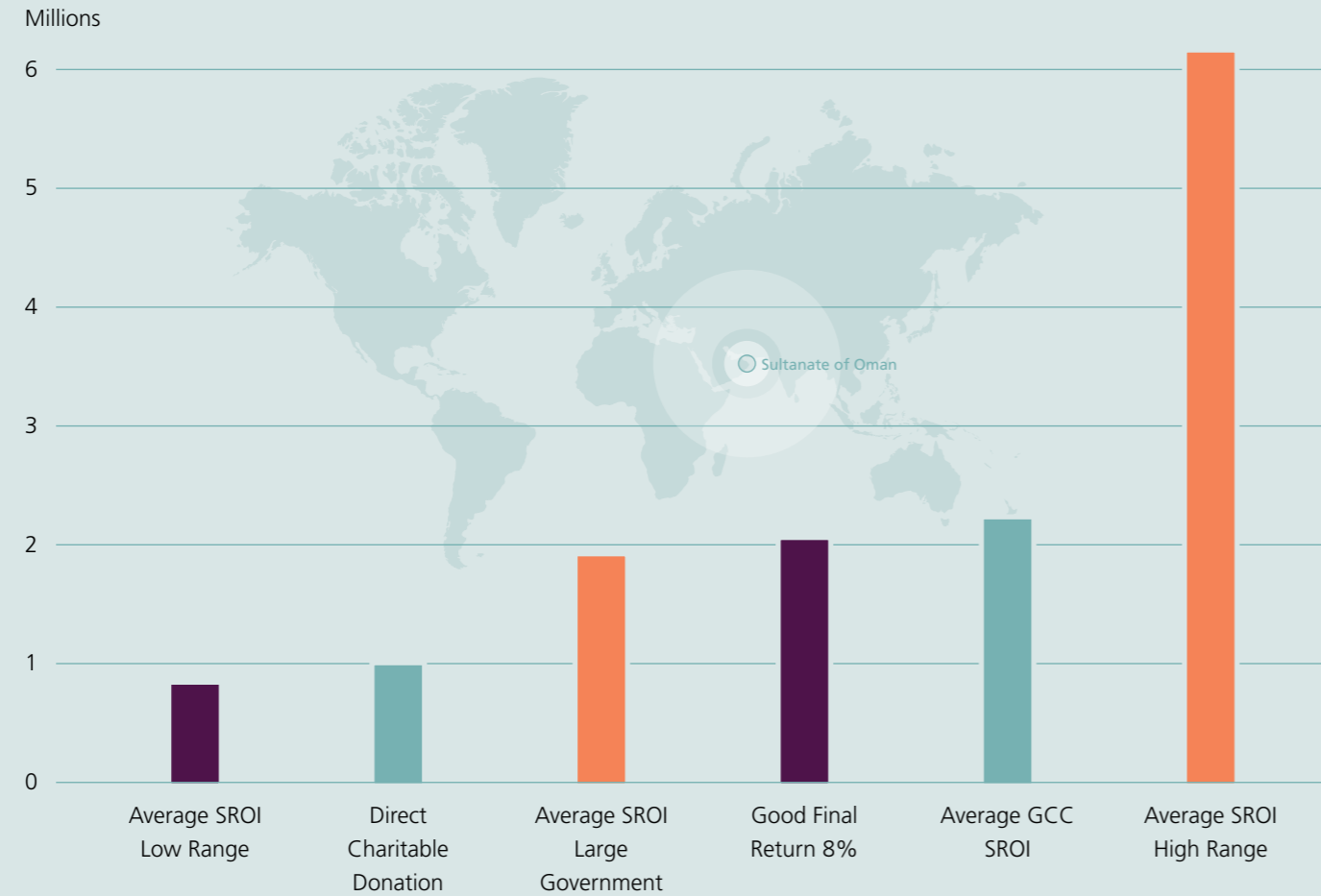
- 1 Establishing scope and identifying stakeholders
- 2 Mapping outcomes
- 3 Evidencing outcomes and giving them a value
- 4 Establishing impact
- 5 Calculating the SROI
- 6 Reporting, using and embedding

“ We did not produce tomatoes and lettuce previously. Now, in this project, I can produce these crops in high quality and almost year-round.”

Ahmed Nasser Al Shereiqi
Intajee Farming for Hospitality

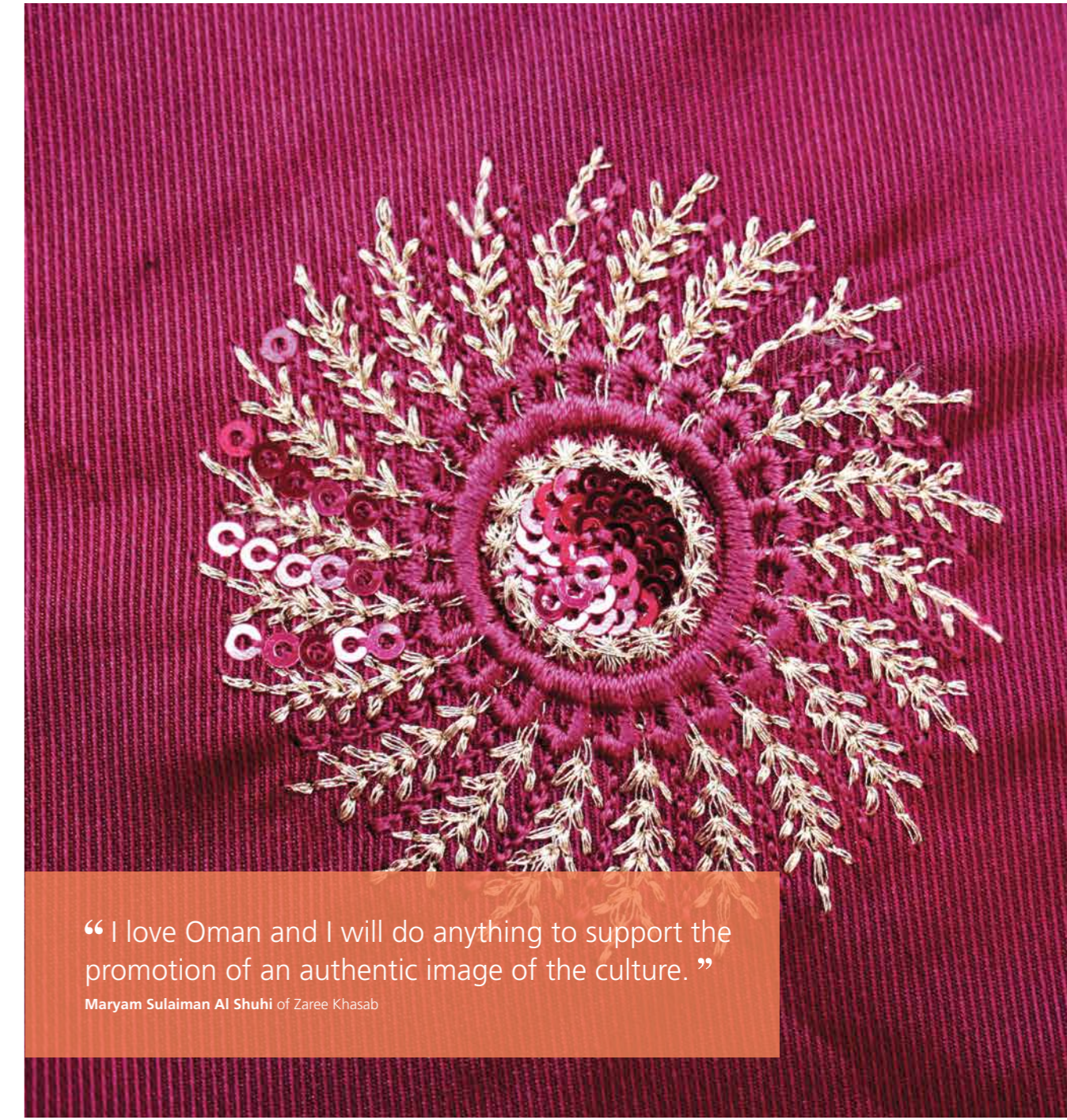
Global Benchmarking

The graph demonstrates the global benchmarking of SROI reports. SROI reports (those submitted to the SROI Network for reference) average around 1:5.5 while those who have been assured by an international network have a slightly lower SROI of 1:4.7. The GCC average SROI, based on 4 studies (1.98, 4.45, 4.8 and 2.01) is 1:3.31.



Impact Map

A detailed impact map has been included with this evaluation. The impact map is essentially a spreadsheet that includes all the values for input and outcome calculations. The impact map also takes into account any change which would have happened anyway or is the result of the work of others. This report aims to explain in an accessible narrative, the story contained within the spreadsheet. This is not just an account of numbers and costs, but a story of how much each stakeholder valued the change that occurred for them as a result of engaging with the programme. Please see Annex 2.



“ I love Oman and I will do anything to support the promotion of an authentic image of the culture. ”

Maryam Sulaiman Al Shuhi of Zaree Khasab

Objective of the Analysis

We conducted an SROI evaluation analysis to measure the value of the impact created by Intajee and Zaree programmes; managed by Oman Tourism Development Company (OMRAN) in Muscat, Al Mussanah, Al Jabal Al Akhdar and Khasab.

The result of this analysis will be used to:

- 1 Enhance or change existing programmes
- 2 Guide future social investment strategies
- 3 Demonstrate successes and challenges transparently with stakeholders and partners
- 4 Spread programmatic concepts to new partners and beneficiaries
- 5 Empower current and future stakeholders to make more informed, fiscally responsible decisions

Scope of the Analysis Period

This analysis is an evaluation of delivery of Intajee and Zaree programmes, most of which were funded and initiated between 2010 and 2015. Each project within these two programmes has a different start and end date as well as duration, however none have been subject to continuous focus for the entire five year period.



“ After joining Zaree, Eman became more open minded and better prepared to face bigger challenges in life. I supported Eman in joining this programme and I am happy how she and the other girls have benefited. I will continue my support of her.”

Mahfoud Khamis Al Shihi, the husband of Eman Salah Al Salti of Zaree Khasab



Programme Overviews

3

In this section

- ◆ Intajee
- Zaree
- ▲ Why SROI for Intajee and Zaree?
- Focusing On What Is Material
- ▣ Involving Stakeholders
- Sample Size Achieved
- Data Collection

Intajee

The Intajee programme was developed to provide a sustainable benefit to the community. At its core, the Intajee programme is a way of supporting and building existing micro-businesses. In the future Omran aims to replicate the successful model across the different regions of Oman.

The diverse topography of Oman – dry northern plains, mountain peaks and pristine waters enable Omanis to harvest a wide range of products, from dates and honey, to limes, bananas, vegetables and seafood. Omanis are proud of this agricultural heritage that dates back millennia. Today, specialised agriculture is a sector with potential for growth in Oman. Intajee aims to capitalise on this potential and take advantage of the opportunities to support the development of local communities by providing the tools to strengthen local products.

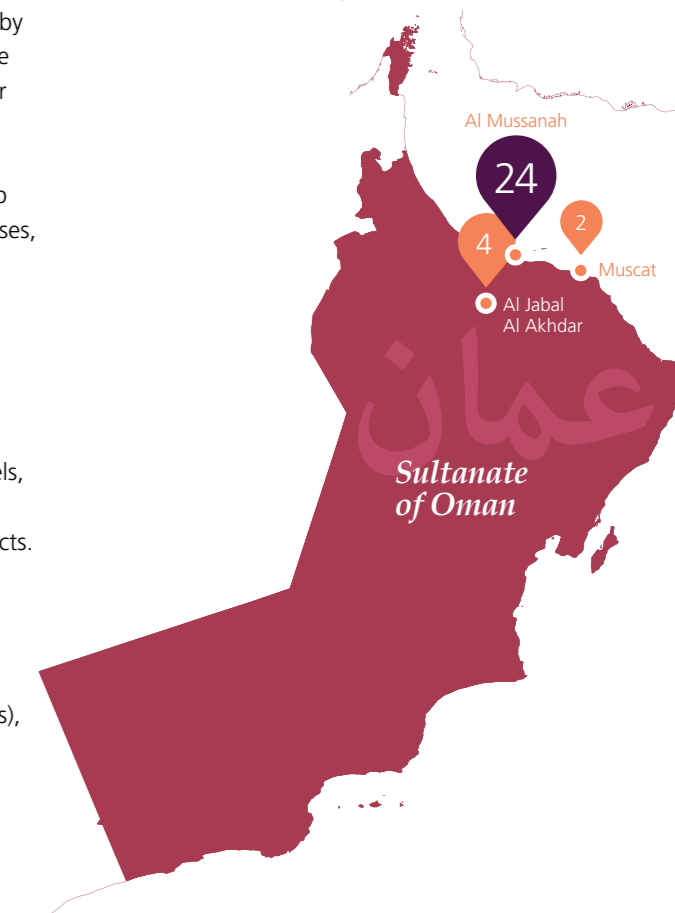
Buying local, handmade products is a more ethical choice than machine made or imported products. Intajee facilitates the production and sourcing of local goods to a broader market and engages farmers, fishermen and artisans in greater service to their community.

The Intajee programme is intended to assist producers to effectively create, package and label their products thereby strengthening their presence in the market. As they make better products and are able to generate income for their families, they will ultimately encourage growth on a larger scale. The programme aspires to improve the economic status of the local rural community, provide job opportunities through the development of small enterprises, maintain local products and increase their market value.

In Arabic, Intajee means ‘my product’. The programme started initially supporting local farmers to develop cataloging to help sell their goods. As it grows, Omran aims to expand Intajee to support artisans by offering a reliable and consistent market – in shops, hotels, restaurants and cafes – Intajee aims to help the farmers, fishermen and craftsmen create and deliver better products. The programme has directly benefited 30 Omanis so far. It includes the following projects:

Intajee Al Mussanah in Al Batinah (targeting 24 Omanis), Intajee Salma’s Chocolates in Muscat (targeting 2 Omanis), Intajee Farming for Hospitality in Dhakhiliya (targeting 4 Omanis).

Number of Omani’s targeted:





◆ Launching Intajee Al Mussanah products in LuLu Hypermarket

◆ Intajee products on the supermarket shelf



1

Intajee Al Mussanah

Omran aimed to create a sustainable business and thus a source of income for Al Batinah region farmers. The produce identified for the project included honey, dates, eggs, fruits and vegetables.

The objective of the project included; improving the quality of the produced goods through training for the farmers, increasing the market value of the products by providing the farmers with proper 100% Omani made packaging materials, and promoting the products to the wider market.

24 Omanis have benefited through the Intajee project in Al Mussanah. The 15 individuals who were interviewed (13 men and 2 women) were farmers and bee keepers. Through the projects the individuals were provided training courses in business management and finance and were instructed on effective techniques for packaging and marketing their goods. All trainers involved in the projects were Omani.

The project also provided some relevant equipment including; a pasteurisation machine, butter separation machine, coolbox for dairy produce, automatic egg incubator, automatic separation machine and bee-keeping tools which would assist the beneficiaries in yielding high quality produce.

In terms of packaging, a variety of sizes for bottles and containers were selected based on production requirements. Additional care was taken to ensure that the new packaging

wasn't significant change from what the farmers and consumers were accustomed to. All materials used to package, bottle and brand the products were also sourced locally by Omran, in turn serving to enhance the quality and authenticity of the products and project. The new packaging was supplied to the farmers at the end of the training workshop.

Launched in August 2011, the Intajee Al Mussanah project focused on the production of poultry – eggs and dairy – milk and milk products such as Laban, cheese and ghee, honey – both Sidr and Sumur, dates – fresh and dried dates and date molasses, fruits and vegetables. Through this project Omran was also able to compile the first directory of producers and farmers in region to help market their products in the future.

The following government and non-governmental organisations were engaged and partnered with Omran in this project: Ministry of Agriculture and Fisheries, Department of Agricultural Development at Al Mussanah, Department of Rural Women in Al Batinah Governorate, and Agriculture Association for Al Batinah Region Farmers. Through Intajee Al Mussanah, the Omani Women Association held five exhibitions to help women market their Intajee products. At exhibitions and markets outside Al Mussanah, the products were sold at double the original price, enhancing the income of producers. For example if a product was originally worth OMR 1 it sold for OMR 2 (twice outside Al Mussanah).

2

Intajee Salma's Chocolates in Muscat

In August 2012, Intajee programme introduced a new project in Muscat named 'Intajee Salma's Chocolates' whereby handmade chocolates were produced using traditional ingredients sourced Al Batinah, Al Jabal Al Akhdar, Al Hamra and Dhofar. Since 'Salma's Chocolates' was already an established business, Omran assisted by providing chocolate making machines, packaging, branding and marketing the products among various stakeholders and partners. Omran also assisted by officially launching the project to the market. This offered a huge boost to the business that resulted in a doubling of income since the first year.



◆ Salma's Chocolates

3

Intajee Farming for Hospitality in Al Jabal Al Akhdar

Farming for Hospitality aims to help the farming community in targeted areas establish a link with the procurement department of contracted asset management companies. The project also works with other stakeholders and organisations to improve the productivity, branding and promotion. The Ministry of Agriculture and Fisheries, Alila Jabal Akhdar Resort and Al Batinah Region Agriculture Association are some examples of stakeholders who are engaged in this project.

Intajee Farming for Hospitality in Al Jabal Al Akhdar, first launched through a pilot programme launched in 2014, equips local farmers with modern greenhouses to grow fresh vegetables such as tomatoes, lettuce and cucumbers, produce that was previously sourced from other regions in Oman or even abroad. The fresh produce, in addition to sustaining the local community, is now also being sold to the nearby Alila Jabal Akhdar Resort. Farming for Hospitality aims to build on the existing skills of local farmers, transforming the capabilities of traditional farming practices in the region.

Al Jabal Al Akhdar is a sparsely populated region with a mountainous topography and climate. While some produce does grow, the area as a whole lacks enough arable land and sufficient water to create viable micro farms that generate a sustainable livelihood for local farmers.

Through this project, Omran aimed to create a direct link between the farming and hospitality sectors and in doing so strengthen traditional micro businesses in the region. Through the provision of greenhouses and agricultural skills training, the project creates a sustainable business model for selected farmers and benefits the community as a whole. The projects also aimed to mitigate negative environmental impacts of transportation of goods and implements semi-organic, greenhouse farming practices as a cost-effective way of producing large quantities of seasonal crops without exhaustive use of soil.

◆ Farming for Hospitality farmer in the green house



Zaree

Zaree derives its name from the gold and silver thread woven into fabrics to create intricate patterns in traditional Omani garments. The Zaree Programme provides tourists with traditional Omani experiences through the opportunity to try traditional hand-made Omani garments and henna, learn common Arabic phrases and sample the very best of the local cuisine. This programme brings to life Omani hospitality, allowing tourists to meet members of the local community and facilitate a cultural exchange.



1

Zaree Khasab

The tourism opportunities in Khasab derive from its location as a prime destination for international cruise ships. It is estimated that over 70 thousand visitors arrived at Khasab Port last season alone. Through Zaree Khasab, Omran aims to take advantage of such opportunities to enhance micro tourism businesses in the area in order to benefit the local community. Omran also aims to enhance women's involvement in such business considering concept of women entrepreneurship in tourism sector is still not well accepted in society.

The project, launched in 2013, has four active members, all women from the Khasab region. A total of ten Omani women underwent springboard training, English and Italian language skills training, business management and marketing courses. They created a 5-year-business-plan with the help of Sharakah Oman.

Partners of Zaree include the Omani Woman's Association, Sharakah Oman, Khasab Chamber of Commerce and Industry, Atana Khasab and Musandam, and the Ministry of Tourism. Zaree Khasab provides cultural experiences to tourists visiting on cruise ships and those staying at the Atana hotels.

Why SROI for Intajee and Zaree?

In this report we look at Intajee and Zaree's social impact.

Although there is no single definition of social impact, it is typically taken to mean the effects that people and activities have on the fabric of society, often in areas such as health, education, employment, crime, community cohesion and wellbeing and income.

This study looks at how Intajee and Zaree can have significant benefits for individuals and the wider community in Oman. It shows how the programmes created a shift from the individual being a cost and a burden to their community and families, to becoming a valuable resource that added significant value to the country and the environment around them.



Involving Stakeholders

In consultation with Omran CSR Team we compiled a long list of stakeholders. Stakeholders are defined as people or organisations that affect or are affected by the programme (positive or negative). To decide which stakeholders to include in this analysis we conducted brainstorming sessions (together with Omran CSR Team) about what we think did change for the stakeholders as a result of the programmes. Some stakeholders such as farmers, NGOs, hotels, Government entities and local authorities, were clearly material due to their direct involvement in the programmes. For other stakeholders it was more difficult to decide whether they were material or not. Decisions to include or exclude them from the analysis were based on their potential (or actual where known) outcomes.

The following table presents our rationale behind the inclusion of stakeholders in this analysis:




Stakeholder Group	Geographical Location	Reason for Inclusion / Exclusion
Direct Beneficiaries (for example farmers)	Muscat, Al Mussanah, Al Jabal Al Akhdar and Khasab	Included - They were the programmes' main beneficiaries.
Attendees of the initial training	Al Mussanah, Al Jabal Al Akhdar and Khasab	Included - The programme had initial training opportunities (such as springboard) offered to wider range of beneficiaries from the local community. It had moderate dropout rates. To ensure the experiences of those who left the course were included, four people who left the course early were purposively sampled.
Local Authorities (Government, Musandam Chamber, Ministry of Tourism, etc.)	Al Mussanah, Al Jabal Al Akhdar and Khasab	Included - These are the primarily authorities requested to support the programmes. They have received outcomes from the process.
NGOs (Omani Women Association, Agriculture Association for Al Batinah Region Farmers)	Muscat, Al Mussanah and Al Jabal Al Akhdar	Included - They were engaged during the implementation of Intajee. They have received outcomes from the process. Also, they form a potential partner for similar projects in the future.
Omran Hotels	Muscat, Al Mussanah, Al Jabal Al Akhdar and Khasab	Included - Hotel staff were involved in communicating with beneficiaries regarding sale of produce. To ensure the experiences of those staff is included, two staff were purposively sampled.





Stakeholder Group	Geographical Location	Reason for Inclusion / Exclusion
Oman Tourism Development Company (Omran)	Muscat	Included - The social programmes of Intajee and Zaree were funded by Omran, outcomes were received from the process and the programmes. The construction team from Omran involved in hotel construction were also involved in Intajee and Zaree programmes. In addition they were assisting community members in facilitating different construction related tasks (e.g. providing crushers free of cost) on voluntary basis to benefit individuals from the communities. They have received outcomes from the process.
General Community	Muscat, Al Mussanah, Al Jabal Al Akhdar and Khasab	Included - Over time the wider community will benefit from Intajee and Zaree programmes. Positive feedback was received during the engagement process and confirmed by the beneficiaries and their families.
Families of Beneficiaries	Muscat, Al Mussanah, Al Jabal Al Akhdar and Khasab	Included - Family members also benefited from their participation on the course.
Media	Muscat	Excluded - It is difficult to ascertain if they were aware of the programme to establish potential outcomes.
Other Hotels	Muscat, Al Mussanah, Al Jabal Al Akhdar and Khasab	Excluded - they might be exposed to both programmes and might been affected by the experience. However, it is difficult to ascertain whether they were aware of the programme to establish potential outcomes.
Tourists	Khasab	Included - They were beneficiaries of the services and an important stakeholder group. They played a role in influencing prices for goods and services.

All the stakeholders were involved in the analysis. Consultation with the various groups is summarised in the following table. Media and other hotels were very likely to be stakeholders as they might have been exposed to Intajee and Zaree projects. However, it was difficult to ascertain whether they have been aware of the programme to establish potential outcomes. Other stakeholders such as hotel guests were considered as potentials, however it was soon realised they would prove problematic to reach, but will be considered in future evaluations if embedded in programmes.

Sample Size Achieved

A stakeholder engagement plan was developed with scheduled visits to Muscat, Al Mussanah, Al Jabal Al Akhdar and Khasab. The team aimed to contact as many stakeholders as possible across a representative range of individuals. Targets were set for numbers to consult, and the team successfully managed to cover all stakeholders directly involved. As for the community, media impact, and hotel guests, it was decided not to conduct interviews after inputs from other stakeholders including Omran staff and hotel managers informed us that such information would either be immaterial or would complicate their work.

Stakeholder Group	Size of the group	Interviewed	Achievement	Interviewees	Method of Engagement and Recordings
Direct Beneficiaries (farmers etc.)	34	25	74% 	- 15 beneficiaries from Al Mussanah (8 farmers, 3 bee keepers, 3 poultry house owners, 1 dairy product seller) - 2 from Muscat (owner of business and her partner) - 4 farmers from Al Jabal Al Akhdar - 4 women in Khasab	Semi-structured face to face / Telephone calls & Interview notes / questionnaires
Attendees of the Initial Trainings	-	4	Sample	We interviewed a total number of 4 women whom dropped out from the programme after attending the trainings.	Semi-structured face to face / Telephone calls & Interview notes / questionnaires
Local Authorities	7	7	100% 	Ministry of Tourism, Tourism Directorate in Khasab, Musandam Chamber, Management of Khasab Port, Agriculture Development Directorate in Al Mussanah, government partner representative, Agriculture Development Directorate in Al Jabal Al Akhdar.	Semi-structured face to face & Interview notes / questionnaires
NGOs	4	4	100% 	Agriculture Association for Al Batinah Region Farmers, Civil Society Stakeholder, Omani Women Association in Khasab, Chairwomen of Omani Women Association in Al Mussanah	Semi-structured face to face & Interview notes / questionnaires

Stakeholder Group	Size of the group	Interviewed	Achievement	Interviewees	Method of Engagement and Recordings
Omran Hotels	3	3	100% 	- Mr. Rabhi Abou Mrad from Atana Khasab / Musandam Hotel - Mr. Maurice Derooij from Al Mussanah Millennium Hotel - Mr. Tareq Abdul Majeed from Alila Jabal Akhdar Hotel	Semi-structured face to face
Omran	3	3	100% 	We have worked closely with the CSR department at Omran and some of the employees who have volunteered at both programmes.	Interview notes / questionnaires
General Community	-	5	Sample	Teachers at Khaola bint Al Azwar School (government school), Traditional Omani chef and cooking instructor, owner of tour company in Izki, an Omani PhD student that studies in Edinburgh Napier University and has researched Zaree Khasab.	Semi-structured face to face & email & Interview notes / questionnaires
Families of Beneficiaries	34	4	12% 	A sample of four families of the beneficiaries	Semi-structured face to face & Interview notes / questionnaires
Tourists (from Costa cruise ship)	300	10	33% 	A sample of 10 were questioned from the cruise ship.	Semi-structured face to face & Interview notes

Data Collection

The stakeholder interviews focused on understanding each stakeholder's objectives, what they contribute (inputs), what activities they perform (outputs), and what changes for them (outcomes, intended or unintended) came as a result of their involvement in both Intajee and Zaree. This analysis has been carried out based on the global SROI framework – the UK SROI Network and was undertaken by Sustainable Square Oman Consultancy & Think Tank, a leading social impact measurement firm who has no links with or interests in Omran outside of this piece of work.

The qualitative methods used in evaluation are classified in three broad categories; in-depth interviews, observation methods and document review. Face-to-face interviews were arranged by Omran staff whereby representatives of Sustainable Square Oman met the stakeholders. These interviews enabled the researcher to establish rapport with stakeholders, thus building trust and cooperation. These interviews yielded the highest response rates in survey research. They also allowed the researcher to clarify ambiguous answers and when appropriate obtain follow-up information. A copy of the questionnaire is attached in Annex 1.



Stakeholder's Dashboard

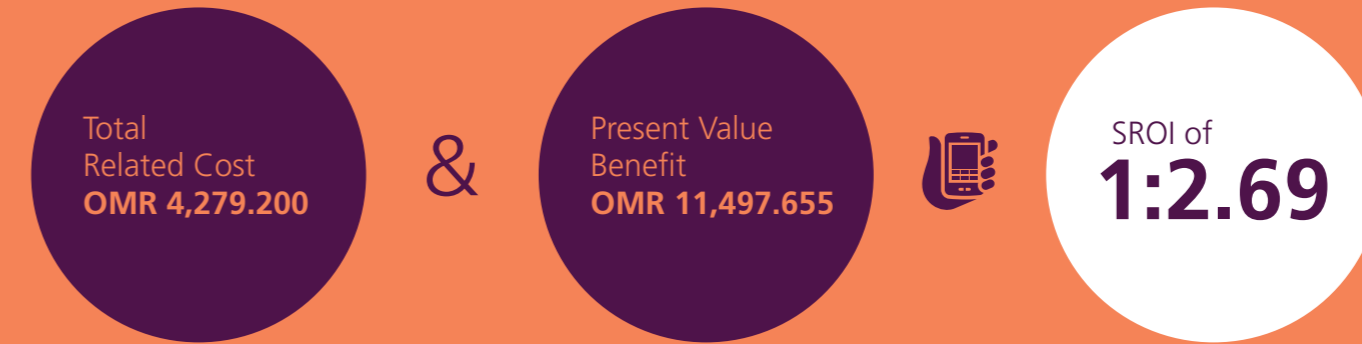
4

In this section

- ◆ Direct Beneficiaries:
 - Intajee Al Mussanah
 - Intajee Muscat
 - Intajee Al Jabal Al Akhdar
 - Zaree Khasab
- Community and Family
- ▲ Supporting Organisations

Direct Beneficiaries

The direct beneficiaries are those who directly experience the social and micro-economical commitments of the programmes.



The combined SROI is slightly higher than the programmatic average of 2.46

Intajee

Intajee Al Mussanah – Al Mussanah

Omran supported 24 farmers, both men and women, to develop soft skills, technical skills related to hygiene, packaging and marketing. Omran also supported the farmers to display the goods at Lulu Hypermarket and at a mini bazaar held at the Omran head office.

In this training programme, participants received special lectures about the best practices in agriculture and breeding. They also received advice on packaging and marketing techniques. They were also provided with the necessary equipment to increase their production; the poultry farmers were given the facilities that enabled them to keep their animals clean and healthy. Once implemented, the outcome allowed the local farmers to build relations with potential companies and individuals, enabling them to gain mutual benefits.

Consequently, farmers who finished this programme were introduced to a number of influencers and stakeholders at a networking event organised by Intajee. The event involved various companies and enterprises from Muscat, including Salma's Chocolates.

◆ Engaging Omran's staff in Intajee



◆ Rabab Al Ajmi with Intajee products



Intajee Salma's Chocolates - Muscat

Salma & Aisha are Omani woman living in Muscat with a passion for making high quality homemade chocolates. Two years ago they started their own business making chocolates, becoming the first woman in Oman to do so. Their chocolates include the traditional flavours of Oman including maho, Omani halwa, lemon, honey, frankincense, sesame, qashat, and thyme. Their ingredients are mainly sourced from Al Batinah region, Al Jabal Al Akhdar, Al Hamrrah and Dhofar. In the beginning they faced difficulties growing their business, particularly due to a lack of networking and promotion. Omran decided to become involved to improve the marketing and promotion of the business.

Omran, through the Intajee Programme, aimed to expand the retail reach of Salma's Chocolates throughout Oman and beyond. Providing marketing opportunities helped 'Salma's Chocolates' raise its sales by 100% in the first year. The business was re-launched with the help of videos and other marketing tools. The video proved to be particularly popular, receiving 30,000 views in the first 24 hours.

◆ Salma and Aisha Al Hajri - Salma's Chocolates



After the re-launch the customer range widened to include corporates as well as individuals. Bank Muscat, Omantel, Oman Air, Ooredoo, Ministry of Commerce and Industry, Bank Dhofar, Haya Water, Occidental Oman, and the Royal Office are some such organisations that established a relationship with the brand. Hotels, such as Al Bustan Palace Hotel, Muscat InterContinental Hotel, and Alila Jabal Akhdar now feature 'Salma's Chocolates' in guest rooms and suites as well as within the restaurants. Salma and her partner Aisha have participated in local and international events showcasing their success story and promoting for their products.

Furthermore, Omran supported Salma's Chocolates to locate Omani farmers who can offer cost-effective, high quality ingredients that represent the iconic flavours of the nation. These farmers were mainly chosen from those who benefited from other Intajee programmes, and in this way enabling producers to build useful networks for the future. In a period of three months, Salma's Chocolates products underwent a significant improvement in the quality and creativity of taste. The improvement was testament to Salma & Aisha's ability to innovate and advance their products by drawing inspiration from the country's culture and heritage.

◆ Al Batinah Rural Women products sold at Omran Headquarters



Intajee Farming for Hospitality - Al Jabal Al Akhdar

Omran provided customised training and courses for the beneficiaries of this project depending on the individual's specific needs. Courses ranged from 'professional capacity building for farmers' to 'protected plantation' and 'installation greenhouses' onsite training.

Four greenhouses were established in Al Jabal Al Akhdar region, helping to create a source of income for four farming families. This project also has assisted in improving the economic situation of the community as a whole. The project resulted in a number of positive outcomes for the community including a rise in market value of produce grown in the greenhouses and an improvement traffic safety by reducing the distances travelled by the community to buy and sell produce in addition to the wider implications of environmental preservation.

The fresh produce grown in the greenhouses, in addition to sustaining the local community, is sold to the nearby Alila Jabal Akhdar Resort for use in their restaurants. As part of the project, the hotel guests also have the opportunity to visit the greenhouses and experience first-hand the local community of the area. Farming for Hospitality draws upon the experiences and expertise gained from existing Intajee Initiatives in addition to the traditional knowledge and understanding of farming already present within the community. A Memorandum of Understanding (MoU) was signed between Mr. Ahmed Nasser Al Shereiqli, a representative of the farmers participating in the project, Omran officials and management from Alila Jabal Akhdar Resort. The formal 'Farming for

Hospitality' supply agreement sees a portion of the fresh produce grown in the programme purchased on a regular basis by the Alila Jabal Akhdar Resort.

This project is unique for many reasons. Greenhouse farming is a new method of agriculture in the Al Jabal Al Akhdar region where traditional farming practices such as open field cultivation and flood irrigation are still predominantly used. During the Summer months from May to August most agricultural production ceases due to the hot weather, however with the introduction of greenhouses, growing is made possible all year around. The project began with local sourcing as all the products are supplied from Al Jabal Al Akhdar.

◆ Signing of MoU between Alila Jabal Akhdar and the local farmers



In May 2015, Omran asset Alila Jabal Akhdar Resort received the first harvest from the greenhouses which included four types of lettuce, tomatoes and cucumbers (The expected income generated from these greenhouses is OMR 450 per harvest of lettuce within one month, OMR 1,500 per harvest of tomato within five months and OMR 1,000 per harvest of cucumber within three months).

Conclusion:

In conclusion, the Intajee programme had an effect on developing beneficiaries' interpersonal and technical skills such as greenhouse technology and farming practice resulting in a positive effect on the quality of produce. Intajee has resulted in increased income for the beneficiaries as evident in the case of 'Salma's Chocolates' where beneficiaries reported a 100% increase in sales on the first year.

◆ One of the green houses in Al Jabal Al Akhdar



Zaree



◆ Zaree team during the Italian language course



◆ A local delicacy from Khasab prepared by Zaree Team



◆ Traditional henna art

Zaree Khasab

Sharakah, The Fund for Development of Youth Projects, represented by General Manager Abdullah Humood Al Jufaili, provided financial workshops to the women involved in the Zaree project. The workshop included exercises and discussions on income, expenses, profit, cash flow management and risks associated with the Zaree business. Sharakah assisted the Zaree Khasab participants to create their own cash flow analysis and calculate the required investment to grow their businesses. Going through this initial training, and considering the recommendations raised by Sharakah and the participants, Omran decided to provide further development of soft skills through English and Italian language courses. English language training was provided by an Omani instructor from the community. This training was not limited to Zaree participants but instead was open to all interested women from the community.

Since Italian language courses are not offered through official institutes in Oman, Omran sought an instructor from the Italian Embassy in Oman to provide the training.

The training enabled the Zaree participants to better communicate with tourists and thus improve the overall quality of the experience and the effectiveness of the businesses. It was also the first time that an Italian instructor visited Khasab and experienced first-hand the culture and heritage of the area. Furthermore, through Atana Hotels, Omran provided Hospitality and Customer Service training to enhance the Zaree participants' abilities to interact with tourists and to build business networks between the participants and the hotels. This opportunity was again provided to all locals in Khasab with interest to learn and was not limited to the four Zaree participants.

Omran also provided training courses such as 'How to Start a Business' and 'Entrepreneurship' by Ali Khalid Al Sharji to better equip the women with the skills to run a successful business. Zaree Khasab participants have continued in tourism related employment utilising skills gained from the Zaree programme. Three participants found employment while one decided to continue to work with the Zaree programme.

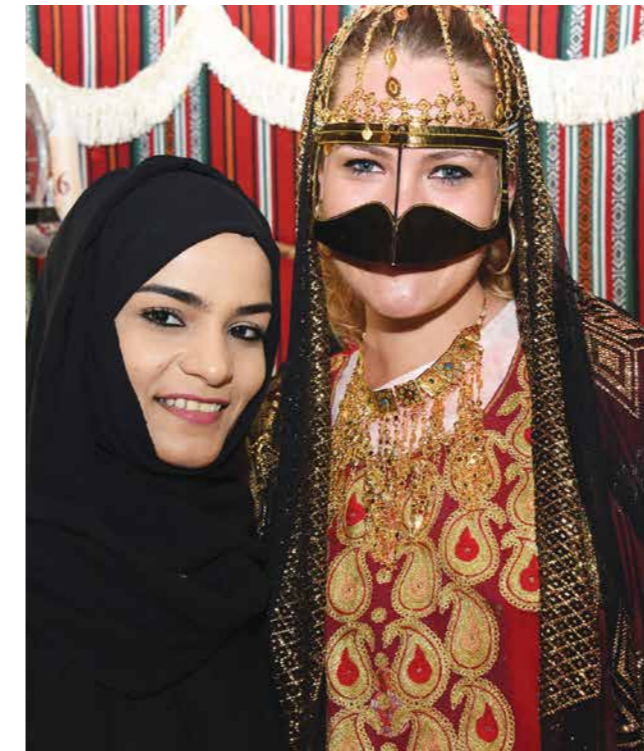
Through the programme the women have played an important role representing Oman to international visitors. Zaree Khasab was established in 2012 to empower young women by equipping them with skills relevant in the current job market. Omran follows the model of equipping participants with skills so that in the future they may be self-reliant and act as leaders and job creators within the community. Trained hospitality professionals with foreign language and customer service skills have unlimited potential in Khasab and will serve to enhance tourism sector in the area for years to come.

Zaree Khasab welcomes tourists from the visiting cruise ships to their specially constructed 'Zaree Tent' where they enjoy traditional cultural experiences. The project proved unique as it is the first project in the Middle East that promotes cruise ship tourism through local women. Zaree participants were involved in many tourism related events such as SME exhibition in Musandam, Omran's Family Events in Khasab and Arabian Travel Market in Dubai (ATM). Zaree has been the recipient of a number of national and international CSR awards such as the Al Roya Award and Asia's Best CSR Award.



◆ Fawziya Al Sharqi from Zaree team assisting a tourist try on traditional Omani attire

◆ Connecting Cultures with Zaree team



“It was a new experience for me, usually I train people in projects that are commercially driven. In Zaree Khasab, I was training girls in a social project. It was my first socially driven project and it was very different than the normal training.”

Abdullah Humood Al Jufaili - General Manager Sharakah

The project helped to change the perception of the community regarding women's involvement in the tourism activities. After seeing the positive impact for the individuals and community, families are now supportive of women's participation in such endeavours. In addition to creating a viable source of income for the women and their families, the programme also improved the participants interpersonal, technical and communications skills. Prior to participating in the programme, the women were either under-employed or unemployed.

As a result of the programme the women have become empowered and respected within their community. For example, one participant 'Maryam' has increased her income as a Henna artist due to increased fame and popularity after participating in the Zaree programme. All of the women reported that the foreign language, communication and entrepreneurial skills acquired from the programme continue to benefit them on a day to day basis in their new ventures.

Quotes from the beneficiaries

Intajee and Zaree programmes have played an important role in changing the direct beneficiaries' lives in many ways. It was clear that everyone in the programmes has benefited from the skills, interpersonal development, trainings and ongoing mentorship programmes.

Nasser Saif Al Nofali, a participant of Intajee Al Mussanah benefited from the training course and the opportunity to meet with the Millennium Hotel officials and chefs by learning about various crops and standards at the hotel. He reported: "Fruits need to be fresh, in good shape and cleaned. I need to submit an invoice on each delivery to get paid. The idea of selling to the hotel is good and it will get us, the farmers, greater income." **Eman Salah Al Salti** from Zaree Khasab shared that she has "gained many interpersonal skills that helped me in my personal and professional life." She also reported that these skills have increased her ability to run a business independently and effectively.

“We really have high hopes in turning this green house to a profitable business that will enhance our existing income.”

said **Ahmed Nasser Al Shereiqli**, owner of a donated greenhouse and one of beneficiaries of Intajee Farming for Hospitality in Al Jabal Al Akhdar.

Intajee and Zaree have also contributed to increase beneficiaries' social status, pride and happiness. All interviewees stated that they felt happier in their personal life and stated that this was a large improvement for them. **Ahmed Nasser Al Shereiqli** from Intajee Farming for Hospitality also reported, "Now many Omani farmers from my community come to me for advice. This gave a boost to my social status in the community." **Eman Salah Al Salti** of Zaree Khasab also reported, "Zaree fills me with pride and joy as not many people receive this opportunity. My love to my country is reflected in my passion to showcase and present the best side of Oman to all those who visit. I became a well-known figure in my village and in Oman. They call me now 'Eman Zaree'."



◆ Maryam Sulaiman Al Shuhi applying exotic henna designs for a tourist

Some participants were invited by the Oman Ministry of Tourism to participate in regional and international tourism exhibitions in Dubai and Oman such as the Arabian Travel Market. **Maryam Sulaiman Al Shuhi** from Zaree Khasab said, "The programme has changed our community's perception of tourism related activities. Families and parents now look at us proudly and encourage their daughters to join." She continued, "I love Oman and I will do anything to support the promotion of an authentic image of the culture."

It is worth mentioning that Zaree Khasab participants are invited every year to be involved in the Arabian Travel Market event, reflecting their positive contribution.

Two beneficiaries of Intajee reported eating healthier after their involvement in Omran project. **Ahmed Nasser Al Shereiqli** of Intajee Farming for Hospitality said: "We did not produce tomatoes and lettuce previously. Now, in this project, I, with God's help, can produce these crops in high quality and almost year-round. It is considered the best vegetable crops produced from an economic perspective given the climate. The availability of such vegetables will positively be reflected in what we eat and will benefit us in improving our diets."

Attendees of the Initial Trainings

Although some attendees of the initial trainings dropped out at an early stage of both programmes, those beneficiaries who have completed the training reported a social change through the growth of knowledge and interpersonal skills which has helped some of them in their current projects and endeavours. Other participants reported that the trainings helped them to either start thinking of setting up their own business and/or be more employable in the marketplace.



Fatma Mohammed Al Silaimani and **Ruqaya Sulaiman Al Tobi**, Laboratory Technicians at the Agriculture Development Directorate in Jabal Al Akhdar, reported that the trainings have helped them to become more employable and that they even gained employment as a result. "Attending this course gave us a boost in our lives and we immediately started looking for opportunities around us to be a productive citizen."



They both were unemployed when they first heard about Omran's project in Al Jabal Al Akhdar. They had the opportunity to join the springboard course that Omran offered. "We were employed by the Agriculture Development Directorate in Al Jabal Al Akhdar and were among the staff guiding beneficiaries and their families. This really developed us and enhanced our interpersonal and technical skills."

General Community

Engaging women to lead businesses in the tourism sector and interact with foreigners was not an accepted notion in some communities due to traditional perception of gender roles. Intajee and Zaree worked to change that perception and drive change towards empowering women and revealing the impact on investing in their development and financial independence. **Badriya Ali Al Shuhi**, a Geography Teacher at Khaola bint Al Azwar School (government school) reported that "we have a full chapter that talks about tourism in Oman. I was looking around for some real examples to talk about and couldn't find better than Zaree." Badriya continued, "It was very successful and raised my girls' expectations of tourism opportunities in Oman". Other members of the community of Khasab reported that Zaree has contributed to the increase of tourism opportunities in the city. "We get regular tourists coming to Khasab especially on weekends" said **Safiya Mohammed Al Shihi** from the Khasab Women's Association.

A community that is more positive about the role of women in the society and more willing to experiment with entrepreneurship is always a step forward. The Zaree participants have become responsible role models in their communities. Fathers, mothers, brothers and husbands are more willing to allow their daughters, sisters and wives to be part of such opportunities offered.



Lubna Bader Al Mazroei is a PhD student Edinburgh Napier University and a Tourism planning specialist at the Ministry of Tourism. She researched Zaree Khasab project for the purpose of her PhD. "The access to Zaree Khasab group has helped enhance my PhD research and

to make important academic contribution in understanding the experiences of Omani women in tourism entrepreneurship and its relations to women empowerment. I witnessed significant change in the communities benefited by Omran Zaree Khasab project.

There were positive changes that resulted from launching the Zaree project in Khasab. One such change is the opportunity for the Zaree group to potentially become self-employed and to be part of an amazing and unique project. Secondly, it helped increase the confidence of the group, to develop important skills and to gain an important status for the work they do at a local and international level. And lastly, it has helped enhance the image of Khasab by providing a unique tourist service to visitors arriving on cruise boats, and in promoting and educating tourists about Oman's culture and heritage, particularly the role of women in Oman".

Dr Nada Rouh-Allah Al Ajmi, Assistant Professor and Trainer of Springboard - a women's development course in Al Mussanah, Al Jabal Al Akhdar, and Khasab reported, "I was given the opportunity to train women outside the capital city. I gained experience on how to empower women with diverse backgrounds and it was a very interesting learning experience. It helped me to understand Omani women better and use the relevant information in my research as an academic. It helped to give me confidence in the positive role of Corporates in empowering the society. I witnessed change and development in individuals and families which empowered me personally by feeling that I was part of Omran's CSR programmes".



Abdullah Humood Al Jufaili, the General Manager of Sharakah and Financial Workshop Trainer at Zaree Khasab project stated, "It was a new experience for me, usually I train people in projects that are commercially driven. In Zaree Khasab, I was training girls in a social project. It was my first socially driven project and it was very different than the normal training. I had to adjust my training methods to fit the different backgrounds of the trainees. At the end of the training, I was proud of what was achieved. I became personally attached to the project and started following up the progress."

Families of the beneficiaries.

Interviews with families of the direct beneficiaries have shown the positive impact of Intajee and Zaree on the relationships between the beneficiaries and their families. Members of the families have reported that they are now more positive about their relatives' participation in the programmes and they are more willing to support them to continue. **Mahfoud Khamis Al Shihi**, the husband of **Eman Salah Al Salti**, reported that "after joining Zaree, Eman became more open minded and better prepared to face bigger challenges in life. I supported Eman to join this course and I am happy for how she and the other girls benefited. I will continue supporting her further". Families have reported that, because of Intajee and Zaree there is more family cohesion, resulting in lowering stress and issues between relatives.



◆ Abdullah Humood Al Jufaili - General Manager of Sharakah

◆ Said Suliman Al Seriri and Dr. Bader Hilal Al Fari



Local Authorities

Intajee and Zaree increased awareness within the local authorities in Oman. Government officials have reported an increased awareness of the value of community grassroots programmes and thus serving as an important addition to the strategic thinking of the Omani Government. This awareness could have an important influence on the development of future governmental strategies.

Authorities have also reported that Intajee and Zaree have added more value and complemented some of the existing governmental programmes by providing beneficiaries with specialised trainings and soft skills development. **Bader Hilal Al Fari**, a government partner representative involved with Intajee Al Mussanah reported, "We at the Ministry of Agriculture and Fisheries have been supporting such families as part of what we do from the guidance and follow up side. However, business and financial management plus bottling and packaging trainings have really added a new aspect to the whole programme."

Other authorities have also reported that Omran's projects have helped us to raise awareness in the community about starting agricultural projects and promoting entrepreneurial experiences. **Said Suliman Al Seriri**, a government partner representative from the Agriculture Development Directorate in Al Mussanah who was involved with Intajee Al Mussanah reported that "after Omran's Intajee project in Al Mussanah, we did experience some farmers who were exposed to this project copying the concept of it." Such experiences have resulted in more success stories for the government to use as promotion of Oman's agriculture and tourism sector.

Non Government Organisation (NGOs)

NGOs including the Omani Women Association in Al Mussanah, Agriculture Association for Al Batinah Region Farmers and Omani Women Association in Khasab have reported that Intajee and Zaree have created greater activities and an increased buzz about the groups within the community.



Rahma Mubarak Al Noufli, the Chairwomen of Omani Women Association in Al Mussanah stated, "Since Omran started the Intajee project in Al Mussanah, we have increased the number of traditional markets we hold annually to benefit these local families working in farming. We held five traditional markets

in Al Mussanah and other nearby Wilayats." The NGOs have also reported that all those activities have contributed to enhance their reputation vis-à-vis their members. "We have been successful in selling all the farming products produced by women and benefiting these individuals all year around" said Rahma. This also resulted in creating and boosting relations between the producers and local authorities. **Manara Dawood Al Zarafi**, from Khasab Omani Women Association - the Civil Society Stakeholder engaged with Omran before start of Zaree Khasab project noted, "After successful events with Omran, many organisations (government and private) have contacted us."

Omran Hotels

The managers of Atana Khasab, Atana Musandam, Alila Jabal Akhdar, and Millennium hotel in Al Mussanah have all shown an appreciation for the activities afoot. Zaree Khasab has had an active impact on Atana Hotels as has Farming for Hospitality with Alila Al Jabal Al Akhdar. At the Zaree Khasab project, the women have a specialised room to apply traditional Henna on hotel guests. This is identified as having a value of OMR 10 per hotel visit (value to hotel guests for increased experience). In Farming for Hospitality at Al Jabal Al Akhdar, the chef at the Alila Jabal Akhdar Resort showed passion for fresh and local produce providing that the quantity and quality met their needs. The chef stated that these crops are some of the best he has used in his career. In May 2015, Alila Jabal Akhdar Resort bought the first harvest from the greenhouses which included four types of lettuce with average cost of OMR 3.350 per kilo. The second harvest was received comprised of tomato (BZ 0.400 per kilo) and cucumber (BZ 0.500 per kilo). The expected income generation from these greenhouses is OMR 450 per harvest of lettuce within one month, OMR 1,500 per harvest of tomato within five months and OMR 1,000 per harvest of cucumber within three months.

Oman Tourism Development Company (Omran)

In addition to the impact on its Hotels' operation, Omran as the main sponsor of Intajee and Zaree noticed a real change within its workforce. A few employees that were involved as volunteers or coordinators reported the positive impact that both programmes had on them.

Ammar Sulaiman Al Kharusi, the Manager of Development at Omran stated, "I have been working in other organisations with the same job but I never went out of my own duty to serve the communities within the project." Ammar continued, "At Omran I have been inspired by our CEO and by the CSR team. I have been hearing a lot about what our CSR team is doing and I wanted to do the same. This made me respect Omran and believe in it as I see the organisation's stated values are truly being implemented at all levels". The Omran CSR team has reported that both programmes have contributed to increase employees' productivity, motivation and loyalty towards Omran.

Organisational Supporters

This group had an overall loss of impact, considering the high rates of donations and voluntary time committed to the programmes. However, if we were able to better position the real impact on an organisation as per its parts, for example employees are now less likely to leave because of Intajee or Zaree as opposed to knowing they are unlikely to leave because of their dedication to Omran, we would have a far better ability to measure the positive impact and we believe, would result in a much higher SROI for the organisations involved.



"I have been hearing a lot about what our CSR team is doing and I wanted to do the same. This made me respect Omran and believe in it as I see the organisation's stated values are truly being implemented at all levels."

Ammar Sulaiman Al Kharusi - Omran

Understanding Change - Outcomes

5

In this section

- ◆ Intended and Unintended Outcomes
- Inputs, Values and Outputs
- ▲ Calculation of Total Output

Intended and Unintended Outcomes

In the context of SROI, the research should consider both positive and negative consequences of the project actions, as well as intended and unintended consequences and outcomes. To support this all stakeholders were asked what changed for them, considering both negative and positive factors. All findings, positive and negative, and intended and unintended are taken into account as well the amount of change that might have happened anyway/ and/ or is down to others.

This research includes information on the intended outcomes of the Intajee and Zaree for the stakeholders involved such as increase in income generation, empowerment of social status and learning new skills. The research also reviewed the unintended outcomes of the process, which included improvements for whole stakeholder groups such as families of the beneficiaries, impact on tourism of the country, enforcing the hotels' social acceptance, as well as promoting opportunities around investing in greenhouses.

While the Intajee and Zaree programmes were intended to train and empower the direct beneficiaries to become the future suppliers for Omran hotels, it was not an explicit aim to support the government to save on investments related to soft skills development and greenhouses donations. This unintended outcome is also explored in relation to the benefits received by the Omani government in relation to Intajee programme.

Stakeholder Group	Intended Change	Unintended Change
Direct Beneficiaries (farmers ...etc.)	<ul style="list-style-type: none"> - Development of interpersonal skills - Development of technical skills (protected farming for Intajee, marketing for Zaree) - Increased income generation (by starting a business or being more employable) 	<ul style="list-style-type: none"> - More empowered and respected in society - Better use of time - More open minded and entrepreneurial than before - They become ambassadors of Oman
Beneficiaries Leading the groups	<ul style="list-style-type: none"> - Development of leadership skills 	<ul style="list-style-type: none"> - Increased social status - Politically empowered
Attendees of the Initial Trainings	<ul style="list-style-type: none"> - Development of interpersonal skills - More empowered 	<ul style="list-style-type: none"> - More open minded and entrepreneurial than before - Increased income generation (by starting a business or being more employable)
Local Authorities (Government of Oman, Musandam Chamber, Ministry of Tourism, etc.)	<ul style="list-style-type: none"> - Development of interpersonal skills of involved staff - More willingness from government side to partner in such social projects - Enhancement of local tourism 	<ul style="list-style-type: none"> - Saved investments into soft skills development of local communities - Saved investments in providing protected agriculture technologies - Created real successful stories promoting Omani culture - Promoting Oman regionally and internationally - More interested to duplicate and expand Zaree experience (Al Majlis Al Baladi initiative) - Believing in such business opportunities in protected agriculture (in Al Jabal Al Akhdar as greenhouses are not widely used currently. However, proved success of this project enhanced development opportunities)
NGOs (Omani Women Association, Agriculture Association for Al Batinah Region Farmers)	<ul style="list-style-type: none"> - More partnership opportunities with different organisations 	<ul style="list-style-type: none"> - Increased reputation and positioning in local communities

Intended and Unintended Outcomes

Stakeholder Group	Intended Change	Unintended Change
Omran Hotels	Omran's goal is to protect the people and their heritage by developing sustainability through creating memorable tourism destinations and experiences - Provide values to hotel guests - Better reputation - Offer fresher food/ more nutritional value	- Increased guest satisfaction
Oman Tourism Development Company (Omran)	- Start a social programme as part of the annual CSR activities with the intention of supporting rural communities around the hotels	- Community is more positive about Omran's investments - Omran is positioned as one of the key social players in the community - Intajee and Zaree positively impacted Omran hotels' value chain and have contributed to enrich the tourism experience value offered
General Community	- License to operate - Social acceptance	- More acceptance of women working in local society
Families of Beneficiaries	- Less burden on families' economic capacity - Families more welcoming to the idea of starting businesses in tourism sector	- More acceptance by the local society of women working in the tourism sector
Tourists	- Increased understanding of Omani Culture	- Some fear increased costs from already expensive tour package

“Zaree fills me with pride and joy as not many people receive this opportunity. My love to my country is reflected in my passion to showcase and present the best side of Oman to all those who visit.”

Eman Salah Al Salti of Zaree Khasab

Inputs, Values and Outputs

In this part the work with the impact map commenced. Working with the impact map is a process that takes time, and will be continued until the ratio is calculated. The stakeholders were in this step of the analysis involved to make sure that the relevant outcomes were included.

During the stakeholder engagement with direct beneficiaries of Intajee and Zaree as well as the rest of included stakeholders a number of investments and resources (inputs) were identified. Additional engagement were conducted to identify the estimated resources invested in both programmes, describe the resources that have been used in greater detail, more accurate as well as attribute a financial value to the identified inputs (valuation).

The following table provides a detailed calculation of the total investments/inputs for both programmes:

Stakeholder Group	Inputs	Values
Direct Beneficiaries (farmers ...etc.)	Time, efforts and small financial investments have been reported from beneficiaries' side in these social projects. Al Jabal Al Akhdar OMR 3,300 – as explained below: - Three of the farmers are employed at jobs outside Al Jabal Al Akhdar for two weeks per month. (5 OMR* 4h* 11 days* 3 farmers* 3 months = 1,980 OMR) - One is employed at a job in Al Jabal Al Akhdar (5 OMR *4h* 22 days* 1 farmer* 3 months= 1,320 OMR) Zaree OMR 979.200 = (OMR1.700* 6hours* 2days* 4women* 12months) (Intajee Al Mussanah and Muscat were not included as the farmers were already in business and the project assisted mainly in packaging and marketing the products)	OMR 4,279.200
Local Authorities (Government of Oman, Musandam Chamber, Ministry of Tourism, etc.)	Government staff time in following up and providing hands on training and guidance, as well as donating the remaining required materials (such as pesticides, packaging and training farmers on site in Intajee, marketing banners in Zaree). (2 staff* OMR 4.29* 3 hours* 22 days* 18 months) = 10,193.04 (2 staff* OMR 10* 168 days) = 3,360.000	OMR 13,553.040
NGOs (Omani Women Association, Agriculture Association for Al Batinah Region Farmers)	Time, knowledge and background info about communities, expertise in organising events and exhibitions. Al Jabal Al Akhdar (1 staff* OMR 4.29* 2 hours* 18 days) = 154.440 Al Mussanah (1 staff* OMR 4.29* 2 hours *22 days* 12 months) = 2,265.120	OMR 2,419.560
Omran Hotels	Time of hotel staff (Manager and chef) to communicate and offer talk about crops quality for selling purposes. (4 staff* OMR 12.5* 1 hour)	OMR 50.000

Inputs, Values and Outputs

Stakeholder Group	Inputs	Values
Oman Tourism Development Company (Omran)	<p>Omran in Intajee Al Mussanah covered the cost of business and financial skills training, providing some relevant equipment for dairy products, hen hatching, and others, branding, packaging and stickers. Omran also covered the launch event cost by OMR 2,000 (Subtotal = OMR 18,000).</p> <p>The time spent by Omran staff in following up and managing this project is estimated to cost OMR 4537.500 (one staff working 3 hours per day for 11 months – 1staff* 3h* 22days* 11 months* 6.25 OMR). The cost of staff transportation related to this project is covered above. Total project cost is OMR 22,537.500</p> <p>Intajee Salma's Chocolates in Muscat cost covered by Omran was on providing packaging, boxes, stickers, bags, ribbons, moulding machine with cost of OMR 7,260. Omran also helped marketing the project by producing a short film with cost of OMR 4,998 and renting TV stand and kiosk with OMR 1,035. (Subtotal = OMR 13,293)</p> <p>The time spent by Omran staff in following up and managing this project is estimated to cost OMR 375 (2 hours per day* 6 days* 5 months* average salary of 1 staff (6.25 OMR)). The additional cost of transportation is covered in the calculation above. Total cost of Intajee Muscat is OMR 13,668</p> <p>In Intajee Farming for Hospitality in Al Jabal Al Akhdar, Omran provided springboard training (OMR 2,800), 4 greenhouses (each costs OMR 2,873), seeds, fertilizers, signboards and other required items for growing crops and managing the green houses (RO 4,337). The launch event cost was OMR 2,462.960 The subtotal is OMR 21,091.960</p> <p>The time spent by Omran staff (2 staff) and one volunteer in following up and managing this project throughout the six months (around 14 visits – 8 hours in each visit) has costed Omran around OMR 1,814.400 – as explained below: - Employee_1= 8.3 OMR* 8h* 14 visits = 929.6 OMR - Employee_2= 3.75 OMR* 8h* 14 visits = 420 OMR - Volunteer_1 = 8.3 OMR* 8h *7 visits = 464.8 OMR</p> <p>The additional cost of covering transportation and accommodation of staff related to this project is 638.303 OMR (=338.715 visit one + 159.588 visit two + (10 OMR fuel cost *14 visit)). Total project cost is OMR 23,544.663</p> <p>In Zaree Khasab, Omran covered cost of providing interpersonal, business, English and Italian language skills, branding and designing with producing marketing materials (e.g. business cards, flyers, banners) and organising 2 local events in Khasab and participation cost in ATM Dubai event. Travel and accommodation cost was also covered. OMR 11,242.961</p> <p>The time spent by Omran staff in following up and managing this project is OMR 10,560 (2 staff throughout 12 months – average of 4 hours per day). (employee_1 = 6.25* 4hours* 22days* 12months = OMR 6600) (employee_2 = 3.75* 4hours* 22days* 12months = OMR 3960) The additional cost of covering transportation and accommodation of staff related to this project is OMR 280 (2 staff* 35 per night* 4 nights) Total cost of Zaree project is estimated to be OMR 22,082.961</p>	OMR 81,833.124

Calculation of Total Output

The full costs provided by Omran to set-up Intajee and Zaree were:

OMR 102,134.924

Outcomes & Evidence

6

In this section

- ◆ Identifying Outcomes and Indicators of Change
- Identifying Quantity and Duration of Change
- ▲ Evidencing Impact

Identifying Outcomes and Indicators of Change

Having explored and mapped the various material outcomes the next stage involved identifying appropriate ways of measuring whether change had taken place in the respective outcomes. For each material outcome, indicators of change were developed and then data collected or existing data used to quantify outcomes if it was appropriate. Each indicator of change initiated the development of an appropriate survey questions through which change in the observed outcomes could be evidenced.

Stakeholder Group	Outcomes	Indicators
Direct Beneficiaries (farmers ...etc.)	Farmers have inquired more interpersonal skills, professional farming expertise, are empowered and socially recognised, depending on themselves to generate income and be financially independent. Having training and development programme they become more knowledgeable in respect of technical know-how.	<ul style="list-style-type: none"> - Increased their knowledge, interpersonal skills and are better able to run a business - Enhanced their social status and networks - Feeling happier and proud - Eat healthier
Attendees of the Initial Trainings	Attendees of the initial trainings reported that they have inquired few skills, better chances to be employed, capable to teach other and transfer knowledge. Now they are getting job opportunities during off season time to enhance their source of income.	<ul style="list-style-type: none"> - Increased knowledge and interpersonal skills - More employable
Local Authorities (Government of Oman, Musandam Chamber, Ministry of Tourism, etc.)	Reported that they have less burden to invest in soft skills development, donation of greenhouses, more stories to share internationally about Tourism in Oman, more willing to support the expansion of Intajee and Zaree.	<ul style="list-style-type: none"> - Decreased investment in community soft skills development and donation of greenhouses. - Increased promotional resources to market tourism in Oman. - Increased interest in partnering with CSR activities
NGOs (Omani Women Association, Agriculture Association for Al Batinah Region Farmers)	Reported that they are more known for their contribution and added value to their members in the local community	<ul style="list-style-type: none"> - Increased reputation and enhanced social positioning - More value added for members
Omran Hotels	Hotels are better perceived by the local community, they are offering healthier food options to their guest, enriching their experience and increasing their satisfaction rate	<ul style="list-style-type: none"> - Increased guests' value added - Enhance community reputation and marketing
Oman Tourism Development Company (Omran)	Omran has reported that both programmes have contributed few employees volunteering which has increased their productivity and motivation	<ul style="list-style-type: none"> - Increase in employees productivity and motivation
General Community	Communities in the four areas are more accepting of the role of women as an economic player in the society.	<ul style="list-style-type: none"> - Increased economic opportunities for rural women
Families of Beneficiaries	Reported better relationships between members of the families, they are more willing to support them.	<ul style="list-style-type: none"> - Less stress and issues within the families
Tourists	Tourists now know Oman and Omani culture better	<ul style="list-style-type: none"> - Spent time to visit with a local Omani woman, get henna, take a picture with them, have coffee, etc.

Identifying Quantity and Duration of Change

Indicators	Quantity	Duration (Year)	Explanation
Increased their knowledge, interpersonal skills and are better able to run a business	28.6	2	All beneficiaries have reported that both programmes have contributed to their development and increased their abilities to run a business. However, knowledge has to be updated every year in order for them to cope with the market changes and competition which would eventually require refreshment of knowledge and acquiring new skills.
Enhanced their social status and networks	23.1	2	The social status and network of the beneficiaries was enhanced from the first year. They became known in the society. However, usually this social status dies within two years if the person is not active nor sustains his/ her business idea and puts personal effort in it.
Feeling happier and proud	21.8	1	Usually beneficiaries feel proud and excited immediately as soon as they get into such opportunities of development. However, the happiness level declines if faced by challenges and obstacles or the need to invest more money, etc. It is suggested that the happiness impact lasts for around a year.
Eat healthier	4.1	5	Three of the beneficiaries of Intajee (2 from Farming of Hospitality in Al Jabal Al Akhdar and 1 from Al Mussanah) claimed that they started eating healthier due to the availability of crops as they grow them now. This habit is more likely to be sustained over a long period of time. Based on the SROI impact-map long-term change equals to five year in duration.
Increased knowledge and interpersonal skills	4	2	Four attendees of the training have reported the trainings they attended have contributed to their development and increased their abilities to run a business. However, knowledge has to be updated every year in order for them to cope with the market changes and competition which would eventually require refreshment of knowledge and acquiring new skills.
More employable	4	2	This was more apparent in the Zaree project as four benefited women mentioned that their experience with Zaree made them more employable. This is thought to be a result of the development of different skills that need enhancement and efforts by the person herself. The predicted lasting impact of this outcome is thought to be is two years.
Decreased investment in community soft skills development	1	2	The government authorities reported the saving in development of soft skills because of the Intajee and Zaree programmes. This surely decreased investments put by government to develop these persons. However, beneficiaries may need to refresh the gained skills after the second year of the programme as market circumstances change.
Decreased investment in donation of greenhouses	4	5	Beneficiaries at Al Jabal Al Akhdar benefited from these donated greenhouses. Government didn't need to duplicate effort in providing these greenhouses which resulted in savings of investments. The greenhouses will last for a long-term. Based on the SROI impact-map long-term change equals to five year in duration.

In the table we outline how many (Quantity) of the stakeholders have lived that change (indicator) for how long they are likely to be impacted after the end of Intajee and Zaree and when does the impact start.

Indicators	Quantity	Duration (Year)	Explanation
Increased promotional resources to market tourism in Oman	1	3	The Ministry of Tourism has reported benefiting from the availability of more resources and success stories to promote Oman. However, the Zaree Khasab women may not be available to continue being part of the Zaree programme. A conservative decision taken by the team confirming that the duration of the availability of those resources would vary between 2 - 3 years.
Increased interest in partnering with CSR activities	4	3	Four government authorities showed interest to be involved in similar social investment projects. However, government authorities in Oman change their strategies and approach on average every 2 – 3 years.
Increased reputation and enhanced social positioning	3	1	The three NGOs reported increase reputation and social positioning in their communities from the first year. However, communities are meant to remember NGOs' activities for one to two years of time
More value added for members	3	1	Members of these NGOs had the priority in benefiting from these social investment projects of Omran. However, the project was implemented for around one year.
Increased guests value added	2	1	Hotels in Al Mussanah (Millennium) and Khasab (Atana Khasab) have reported increased value added to their guests since the first year of both projects of Intajee and Zaree. It is the third year of Zaree Khasab project but it is the first year of the hotel operation there. However, sustaining these projects is very crucial for this to continue. More efforts are expected from the beneficiaries.
Enhance community reputation and marketing	2	1	Two hotels have reported experiencing this change. However, communities generally remember corporate social activities for a period of one year.
Increase in employees productivity and motivation	2	1	Sample of the Omran employees who volunteered in Intajee and Zaree reported immediate positiveness in increasing productivity and motivation. 'This is Omran's culture' that have been experienced by the employees from their colleagues at different levels which has a positive effect on the employee. However, to keep the positive spirit employees are required to be regularly engaged in similar social projects.
Increased economic opportunities for rural women	8	1	Women of direct beneficiaries as well as initial training attendees had increased opportunities. However, further exposure is required regularly (annually) to boost their economic opportunities further. This indicator of change is to be excluded from the analysis to avoid double counting.
Less stress and issues within the families	4	1	Four families have reported this change. When projects start, it created a positive atmosphere within the four families, eased the tension and issues. However, as the project progresses, the level of stress might raise within a year of time.
Spent time to visit with a local Omani woman, get Henna, take a picture with them, have coffee, etc.	1050	2	Tourists get a chance to spend a quality 10-15 minutes with an Omani trained specialist in tourism and hospitality and offer them special services such as Henna.

Evidencing Impact

Central to the SROI methodology is the monetisation of outcomes in order that they can be measured in a consistent way using a common currency. This of course allows computation of a ratio of benefits to costs as the measure of impact which, expressed in monetary terms, can be set against the initial financial investment.

The process of monetising the relevant outcomes involves identifying financial proxies for each separate outcome. In other words, approximations of value were sought for each outcome, which in some cases may not be wholly representative of the specific outcome in question. They are instead the 'best approximation' (or one of the best) available through which to assess the significance of the outcome to society or the state, and thus allow comparison with other (monetised) outcomes.

Attempts were made to involve the stakeholders in determining how they might value the changes they have experienced throughout their involvement at Intajee and Zaree, however the concept of valuing their changes proves very challenging for them – especially for the direct beneficiaries (farmers, women etc.). Therefore the feedback was not significant enough to draw conclusions.

Further attempts were made to involve them in one to one interviews while trying to break down the social tension (a man interviewing a man and a woman interviewing a woman). This approach has brought a number of meaningful answers and has enabled some conclusions to be drawn.

Other financial proxies have been taken from a number of research papers, benchmarked with other SROI reports after searching on www.globalvaluexchange.org and governing bodies' websites and reports. We have only valued outcomes where there is a reasonable proxy either from published sources or can be estimated from robust available data with a focus on savings to the public purse.



“ There were positive changes that resulted from launching the Zaree project in Khasab. One such change is the opportunity for the Zaree group to potentially become self-employed and to be part of an amazing and unique project. Secondly, it helped increase the confidence of the group, to develop important skills and to gain an important status for the work they do at a local and international level. And lastly, it has helped enhance the image of Khasab by providing a unique tourist service to visitors arriving on cruise boats, and in promoting and educating tourists about Oman’s culture and heritage, particularly the role of women in Oman.”

Lubna Bader Al Mazroei - PhD student Ministry of Tourism

Indicators	Financial Proxies	Value	Considerations
Increased their knowledge, interpersonal skills and are better able to run a business.	Cost of personal development training and regular sessions with a coach in Oman – validated Glory Makers which is an institution of training and consultation in the managerial, educational and social fields based in Muscat Oman.	OMR 300.000	All beneficiaries have reported that both programmes have contributed to their development and increased their abilities to run a business. However, knowledge has to be updated every year in order for them to cope with the market changes and competition which would eventually require refreshment of knowledge and acquiring new skills.
Enhanced their social status and networks.	This valuation has been created to help social housing providers in the UK place a value on the social outcomes of their community investment work. Reference: http://goo.gl/SktZFX Technique of valuation of wellbeing in a UK context equals to OMR 650.000 per person per year. Based on the cost of living average comparison between UK and Oman: Reference http://goo.gl/3w1Zpw is (-66.2%). Therefore our valuation of the enhanced of social status and networks is 650 – 66.2% = OMR 219.700	OMR 219.700	The consideration made is the value to an individual of being a member of a social group. This is an average value where the individual is 25-49 years old located in the UK and readjusted to an Omani context.
Feeling happier and proud.	Valuation Source: This valuation has been created to help social housing providers in the UK place a value on the social outcomes of their community investment work. Technique of valuation of wellbeing: http://goo.gl/SktZFX Technique of valuation of wellbeing in UK = OMR 7,650.000 per person per year. Based on the cost of living average comparison between UK and Oman: Reference http://goo.gl/3w1Zpw is (-66.2%) therefore our valuation of pride is OMR 7,650.000 – 66.2% = OMR 2,585.700	OMR 2,585.700	Using the contingent valuation method, a course that enabled someone to increase their confidence in regards to family and others. This valuation is the value to an adult of having high confidence levels. This is an average value for an individual from UK applied to an Omani context.
Eat healthier.	22.1% of population are obese (2013), which is 884,408 Omani. It costs the Omani government 270 million – the cost per person equals OMR 305.200.	OMR 305.200	The consideration made is based on potential savings in obesity expenditure per person
Increased knowledge and interpersonal skills.	Excluded to avoid double counting.		

Indicators	Financial Proxies	Value	Considerations
More employable.	Cost of attending series of trainings validated Glory Makers which is an institution of training and consultation in the managerial, educational and social fields based in Muscat Oman at the cost of OMR 1500.000	OMR 1500.000	There were a number of considerations made for this proxy; the cost of government training schemes, the cost of doing part time community training, the cost of volunteering with a project
Decreased investment in community soft skills development and donation of greenhouses.	Cost of organising four trainings in those four areas validated Glory Makers which is an institution of training and consultation in the managerial, educational and social fields based in Muscat Oman at the cost of OMR 200.000. In addition to four of greenhouses donated at the cost of 2,873.000 OMR each. Addition to the above, costs of other materials such as pesticides (OMR 1,880) Calculation: (200*4) + (2,873*4) + 1,880 = OMR 14,172.000	OMR 14,172.000	The consideration made is a cost benefit of organising same amount of trainings in the four areas and donations of greenhouses.
Increased promotional resources to market tourism in Oman.	This service was estimated conservatively at the rate of OMR 10,000.000 after consultation with a marketing agency based in Muscat	OMR 10,000.000	The value of this increase in availability of resources is equivalent to the investment into hiring a marketing agency to develop new resources and provide similar outcome.
Increased interest in partnering with CSR activities	A small research piece on the grassroots community development programme locally can be valued conservatively at OMR 5000.000	OMR 5000.000	A similar consultancy research may have been successful in raising the same interest within government authorities
Increased reputation and enhanced social positioning	A good proxy for the value this change was considered to be the cost of one month campaign for an NGO (OMR 2,000.000) or organising a community event OMR 3,000.000. The average value of these proxy activities is OMR 2,500.000 inputted after consultation with a leading marketing agency based in Muscat	OMR 2,500.000	The considerations made are either by running a marketing campaign or organising a community event aiming to realise the same outcome for an NGO.
More value added for members	The average cost for organising a community activity in those areas is OMR 200.000 this was shared during the interviews.	OMR 200.000	As the three NGOs have reported that the more they organise activities the better they provide added value experience for their members.
Increased guests' value added	Valuation by the hotels on the increase in guest's value added.	OMR 10.000	The considerations made are increase guests' loyalty as consequences of increase value added. This could be measured through monetising Net Promoter Score (NPS) or valuation by the hotels on the increase in guest's value added.

Indicators	Financial Proxies	Value	Considerations
Enhance community reputation and marketing	A good proxy for the value this change was considered to be the cost of one month campaign (OMR 5,000) or organising a community event OMR 7,000. The average value of these proxy activities is OMR 6,000 – inputted after consultation with a leading marketing agency based in Muscat	OMR 6,000	The considerations made are either by running a marketing campaign or organising a community event aiming to realize the same outcome for a semi-government organisation
Increase in employees productivity and motivation	A good proxy for the value this change was considered to be the cost of a two day seminar (OMR 100) or monthly increase in salary OMR +70. The average value of these proxy activities is OMR 85	OMR 85	The considerations made are either attending a motivational seminar or increasing motivation as a result of a salary upraise
Increased economic opportunities for rural women			Excluded to avoid double counting
Less stress and issues within the families	The cost of this proxy was based on a low cost counselling service by a local counsellor who provide family counselling sessions costs (OMR 5 * 6) = OMR 30	OMR 30	The value of improvements in family relationships is calculated based on a proxy of the costs of six counselling sessions
Spent more time with Omanis and got to know Omani culture better	The proxy used was direct interviews with tourists asking them to value their experience	OMR 5	Actual resultant interviews



Farming in Al Jabal Al Akhdar



Valuing Things That Matter

7

In this section

- ◆ Deadweight, attribution and displacement
- Drop-off

Deadweight, attribution and displacement

It is important in any economic evaluation to consider whether an outcome would have been achieved anyway regardless of the intervention assessed (deadweight) or how much of the outcome seen is down to the intervention (attribution). Accounting for deadweight and attribution is an important element of the SROI methodology. Deadweight relates to the extent to which outcomes would have happened anyway without the project while attribution refers to the extent to which observed and anticipated outcomes can be attributed to Intajee and Zaree Programmes as opposed to other programmes, activities or initiatives. Both measures are represented as proportions in the SROI model and were informed through the collection of data, and in the case of deadweight, a cross check against equivalent social and environmental trends identified through secondary data sources.

Indicators	Project Title	Deadweight	Displacement	Attribution	Drop-off	Explanation
Increased their knowledge, interpersonal skills and are better able to run a business	Intajee Al Mussanah	15% 	0% 	0% 	10% 	Prior to the programmes there were almost no opportunities to enhance interpersonal skills in these regions. Beneficiaries didn't even have other options to displace nor can contribute to their development. Beneficiaries are required to continue enhancing their gained skills and knowledge by being in business/ employed/ engaged in activities that raise their knowledge.
	Intajee Salma's Chocolates	5% 	0% 	0% 	10% 	
	Intajee Farming for Hospitality	5% 	0% 	0% 	10% 	
	Zaree Khasab	5% 	0% 	0% 	10% 	
	Average	7.5% 	0% 	0% 	10% 	

Deadweight, attribution and displacement

Indicators	Project Title	Deadweight	Displacement	Attribution	Drop-off	Explanation
Enhanced their social status and networks	Intajee Al Mussanah	15% 	20% 	10% 	5% 	In Khasab and Al Jabal Al Akhdar the experience provided by Omran projects was unique and there are almost nil similar opportunities around. However, in Al Mussanah there have been some other opportunities to enhance social status but the beneficiaries reported that they didn't know other farmers. Government stakeholders mentioned that Omran's project assisted them to know such small family businesses do exist. NGOs offer similar opportunities for networking. Displacement is 20%. If beneficiaries don't keep engaging in different social activities, the value of social status will be dropping off by 5%.
	Intajee Salma's Chocolates	5% 	20% 	10% 	5% 	
	Intajee Farming for Hospitality	5% 	20% 	10% 	5% 	
	Zaree Khasab	5% 	20% 	10% 	5% 	
	Average	7.5% 	20% 	10% 	5% 	
Feeling happier and proud	Intajee Al Mussanah	0% 	20% 	5% 	10% 	Without Omran's social projects, these beneficiaries would have continued their lives with the same initial routine. Such a life style wouldn't have inspired extra additional happiness than usual. Volunteering opportunities offered by civil society clusters might have offered similar experience of feeling happy and proud estimated to be 20%. 5% of beneficiary's happiness and pride feelings are thought to be from their families. It is acknowledged that it is challenging to keep businesses sustain and run smoothly specially the first few years. This has its effect on feeling happier and proud. The value of this is considered to drop off by 10%.
	Intajee Salma's Chocolates	0% 	20% 	5% 	10% 	
	Intajee Farming for Hospitality	0% 	20% 	5% 	10% 	
	Zaree Khasab	0% 	20% 	5% 	10% 	
	Average	0% 	20% 	5% 	10% 	

Indicators	Project Title	Deadweight	Displacement	Attribution	Drop-off	Explanation
Eat healthier	Intajee Al Mussanah	30% 	0% 	0% 	0% 	Omanis in remote areas are not exposed to junk food. The agricultural nature of the land surrounding communities suggests that they eat healthy. However, Omran's social projects helped in providing more choices of healthier crops and throughout the year (due to the usage of greenhouse techniques). So it is thought that the change experienced by Omran Intajee project was of 30%. Such healthy options cost more if not offered by the community farmers. Therefore, it is unlikely for the families to spend additional money on this. Displacement is 0%. Beneficiaries didn't show any interest to join health club or possibly read health related magazines. Attribution is 0%. Since healthy options are available to farmers in their own farms it is more likely that they and their families will continue eating healthy. Drop off is 0%.
	Intajee Salma's Chocolates	- 	- 	- 	- 	
	Intajee Farming for Hospitality	30% 	0% 	0% 	0% 	
	Zaree Khasab	- 	- 	- 	- 	
	Average	30% 	0% 	0% 	0% 	
More employable	Intajee Al Mussanah	5% 	5% 	5% 	10% 	The development of different skills gained by the beneficiaries from Omran's social projects made them in a better position to get employed as some reported they got jobs after going through the learnings. Such opportunities don't widely exist. Omran training also assisted in boosting moral of the beneficiaries which made them start being productive in their communities. The deadweight is thought to be 5%. Chances to gain some of skills by getting involved in different opportunities are offered by local communities. However, it is believed that such opportunities are currently very minimal. Displacement is 5%. Some organisations (government and NGOs) would offer internship training opportunities or organise some exhibitions. However, it will still not be the same experience offered by Omran social projects. Attribution 5%. Beneficiaries are required to continue enhancing their gained skills and knowledge by being in business/ employed/ engaged in activities that raise their knowledge and therefore be employable with the growing expectations of employing organisations. Drop off percentage is 10%.
	Intajee Salma's Chocolates	5% 	5% 	5% 	10% 	
	Intajee Farming for Hospitality	5% 	5% 	5% 	10% 	
	Zaree Khasab	5% 	5% 	5% 	10% 	
	Average	5% 	5% 	5% 	10% 	

Deadweight, attribution and displacement

Indicators	Project Title	Deadweight	Displacement	Attribution	Drop-off	Explanation
Decreased investment in community soft skills development and donation of greenhouses.	Intajee Al Mussanah	40% 	5% 	0% 	10% 	Government has continuous plans of donating greenhouses to interested farmers in selected regions. However the development of the soft skills gained by the beneficiaries as well as reaching new regions with the protected agriculture technology has been an add-on gained from Omran's social projects. The deadweight is thought to be 40%.
	Intajee Salma's Chocolates	10% 	5% 	0% 	10% 	Chances having similar projects done by private sector are very minimal therefore displacement is 5%.
	Intajee Farming for Hospitality	20% 	5% 	0% 	10% 	Government currently has projects where it donates greenhouses to farmers with some technical follow up (but no proper courses and no interpersonal skills development). Attribution is 0%.
	Zaree Khasab	10% 	5% 	0% 	10% 	Soft skills need upgrade and refreshment after sometime especially if not engaged in relevant activities and business. Donated greenhouses need continuous maintenance and investment. Drop off value is around 10%.
	Average	20% 	5% 	0% 	10% 	
Increased promotional resources to market tourism in Oman.	Intajee Al Mussanah	30% 	10% 	10% 	5% 	Government had engaged different groups of society internationally. However, the Zaree experiences offered a unique add on to marketing tourism in Oman. The deadweight is thought to be 50%.
	Intajee Salma's Chocolates	30% 	10% 	10% 	5% 	Omani Women Association, Public Authority of Handicrafts, Ministry of Agriculture could have been offering part of the experience/ story of similar cases which will assist in promoting tourism in Oman.
	Intajee Farming for Hospitality	30% 	10% 	10% 	5% 	Sightseeing, wadis and nature is another resource Oman has and helps to market the country for tourism purposes. Attribution is 10%.
	Zaree Khasab	50% 	10% 	10% 	5% 	These stories will continue being a good marketing tool specially if it flourished, developed further and duplicated in other regions. Drop off value is lower here and estimated to be around 5%.
	Average	35% 	10% 	10% 	5% 	

Indicators	Project Title	Deadweight	Displacement	Attribution	Drop-off	Explanation
Increased interest in partnering with CSR activities	Intajee Al Mussanah	40% 	5% 	0% 	10% 	Since the areas of Khasab and Al Jabal Al Akhdar have a limited number of international companies implementing the concept of CSR to benefit surrounding societies, Omran implementing such projects with involvement of different stakeholders have encouraged them to be part of any CSR activities in future. However, since Al Mussanah is close to Sohar, similar projects may have been implemented by other private sector companies. Deadweight is thought to be 40%.
	Intajee Salma's Chocolates	20% 	5% 	0% 	10% 	
	Intajee Farming for Hospitality	0% 	0% 	0% 	10% 	There are very minimal opportunities of offering CSR activities by private sector in Khasab, and Al Jabal Al Akhdar. Slightly higher chances in Al Mussanah. Average Displacement is 2.5%, Attribution is 0%.
	Zaree Khasab	0% 	0% 	0% 	10% 	If government didn't find interested companies offering such similar partnership opportunities the value will drop off by 10%.
	Average	15% 	2.5% 	0% 	10% 	
Increased reputation and enhanced social positioning	Intajee Al Mussanah	40% 	5% 	10% 	10% 	NGOs have been active in their societies in set of known exhibitions and social activities. However, being part of Omran's social project offered them an additional experience that assisted in increasing their social positioning and reputation. The deadweight is thought to be 40%.
	Intajee Salma's Chocolates	5% 	5% 	5% 	10% 	To increase reputation and enhance social positioning, communities require to be supported and inspired by new ideas and opportunities. This wouldn't have happened without Omran's 'different' experience offered by these social projects. Displacement is 5%.
	Intajee Farming for Hospitality	5% 	5% 	10% 	10% 	Government and private organisations have been engaging with these NGOs and using their services - this also helps in enhancing social positioning and reputation. Average Attribution is 8.75%.
	Zaree Khasab	5% 	5% 	10% 	10% 	Such opportunities (social investment projects, partnership with different sectors) are required to continue, otherwise the value is considered to be dropped off by around 10%.
	Average	13.75% 	5% 	8.75% 	10% 	

Deadweight, attribution and displacement

Indicators	Project Title	Deadweight	Displacement	Attribution	Drop-off	Explanation
More value added for members	Intajee Al Mussanah	60% 	30% 	20% 	20% 	Priority was given to members of NGOs to benefit from different opportunities offered by Omran social projects. The deadweight is thought to be 60%.
	Intajee Salma's Chocolates	0% 	30% 	10% 	20% 	Usually NGOs look for added values to its members through different means (e.g. offer discounted prices in shops, free vouchers). However, such lasting and sustainable value added stays unique offering by these social projects. Displacement is 30%. Average Attribution is 12.5%.
	Intajee Farming for Hospitality	0% 	30% 	10% 	20% 	The value drops to 20% after the social project is completed as similar opportunities by Omran are unlikely to be repeated in the same region.
	Zaree Khasab	60% 	30% 	10% 	20% 	
	Average	30% 	30% 	12.5% 	20% 	
Increased guests' value added	Intajee Al Mussanah	40% 	40% 	10% 	10% 	Through these social projects, hotel guests started eating fresher food and exposed to the Zaree experience. However, it is believed that such an outcome would have been eventually reached but on a later stage as communities around hotels has to go through different developments. Fresher food options would have costed more. The deadweight is thought to be 40%.
	Intajee Salma's Chocolates	20% 	40% 	10% 	10% 	Guests would have been exposed to similar experience by going around the surrounding community and interacting with locals. Displacement is 40%.
	Intajee Farming for Hospitality	0% 	0% 	0% 	10% 	However, the interaction between the locals and the tourists is higher in Omran social projects due to English and Italian language training beneficiaries underwent. Average Attribution is 5%.
	Zaree Khasab	0% 	0% 	0% 	0% 	Farmers are more likely to continue to grow healthy crops. However, there is a chance that crops are not being bought by the hotels as farmers might find it difficult to deliver crops without a middle person helping in coordinating between the farmers and the hotel. The hotel might lose interest in following up with farmers. The drop off value 10%.
	Average	15% 	20% 	5% 	7.5% 	Zaree project enhanced engagement between tourists and the locals of Khasab. Deadweight 0% and displacement 0%. The interaction between locals and tourists is high due to the language trainings the women's had in Khasab. Attribution 0% and Drop-off 0%.

Indicators	Project Title	Deadweight	Displacement	Attribution	Drop-off	Explanation
Enhance community reputation and marketing	Intajee Al Mussanah	50% 	10% 	10% 	5% 	Different regions of Oman have very good reputation as they are rich with different sightseeing and other experiences. However, such social projects offer uniquely positive stories about communities, which are welcomed by internal and external persons and tourists. A film about Oman should include the ZAREE experience to share. This would surely assist in enhancing community reputation and marketing. Average deadweight is thought to be 35%.
	Intajee Salma's Chocolates	40% 	10% 	10% 	5% 	Without Omran's social projects, communities would have experienced normal rate of growth and development (slower than the current growth which resulted in enhancing its reputation and marketing). Displacement is 10%. Government would have spent money, time and efforts to advertise for these regions to enhance marketing and reputation. Average Attribution is 8.75%.
	Intajee Farming for Hospitality	10% 	10% 	10% 	5% 	These stories will continue being a good marketing tool specially if they flourished, developed further and duplicated in other regions. Drop off value is lower here and estimated to be around 5%.
	Zaree Khasab	40% 	10% 	5% 	0% 	
	Average	35% 	10% 	8.75% 	3.75% 	
Increase in employees productivity and motivation	Intajee Al Mussanah	40% 	10% 	5% 	0% 	Omran is one of the key CSR players in Oman. The likelihood of engaging employees into CSR activities is quite possible. The deadweight is thought to be 40%.
	Intajee Salma's Chocolates	40% 	10% 	5% 	0% 	Attribution is 5% It is thought that such social projects inspired volunteering and goodwill in Omran staff. This would have not been accomplished at this current level without Omran's projects as it is believed that volunteering is not yet imbedded in all. Displacement is 10%.
	Intajee Farming for Hospitality	40% 	10% 	5% 	0% 	It is more likely that Omran continues engaging and involving employees in such social projects. The drop of value is around 0%.
	Zaree Khasab	40% 	10% 	5% 	0% 	
	Average	40% 	10% 	5% 	0% 	

Deadweight, attribution and displacement

Indicators	Project Title	Deadweight	Displacement	Attribution	Drop-off	Explanation
Less stress and issues within the families	Intajee Al Mussanah	10% 	5% 	0% 	10% 	<p>Intajee and Zaree contributed into a total transformation in beneficiaries' lives and their families. This big shift has been reflected highly on lowering the stress level and issues between the family members.</p> <p>There were no other available opportunities in the community to help strengthening the relationships within families. However, we thought this could be displaced by the availability of government social counsellors (5%).</p> <p>It is unlikely for such families to exercise or approach professional help in reducing stress and issues within families. Attribution is 0%. Beneficiaries are more likely to face challenges in the first few years to sustain business. This would have its effect on the overall stress level and issues with families. The value to be dropped off to 10%.</p>
	Intajee Salma's Chocolates	10% 	5% 	0% 	10% 	
	Intajee Farming for Hospitality	10% 	5% 	0% 	10% 	
	Zaree Khasab	10% 	5% 	0% 	10% 	
	Average	10% 	5% 	0% 	10% 	
Knows Omani culture better	Intajee Al Mussanah	-	-	-	-	<p>There are no alternatives for hospitality in Khasab, especially not for free. Even the tour guides and touts do not offer such type of service. However, this will drop off by 10% per year as impact of Zaree will slightly diminish as the programme becomes increasingly detached from ownership by Omran and becomes more entrepreneurial (though not high likelihood of this taking place, thus 10%).</p>
	Intajee Salma's Chocolates	-	-	-	-	
	Intajee Farming for Hospitality	-	-	-	-	
	Zaree Khasab	0% 	0% 	0% 	10% 	
	Average	0% 	0% 	0% 	10% 	

Drop-off

This SROI analysis has demonstrated that the value of some of the outcomes will continue to have an impact over five years. However an acknowledgement that the impact may drop off over years has been made.

It was also important for the SROI ratios to account for diminishing impacts of the project over time, and for the value of money to change over time, and these were accounted for by the inclusion of estimates for drop-off and discount rate. In this study all the financial values in year two and three have been calculated using a discount rate of 2%. This figure appears in the top left of the impact map. This is the standard rate recommended for the public sector by Central Bank in Oman.

Reference: <http://mecometer.com/whats/oman/central-bank-discount-rate/>



Social Return Calculation

8

In this section
 ♦ Calculating the SROI

Calculating the SROI

The calculation for the SROI is described in this section. Expressed as a ratio of return, it is derived from dividing the impact value by the value of the investment. However, before the calculation is made, the impact value is adjusted to reflect the present value of the projected outcome values. This is to reflect the present day value of benefits projected into the future. In this social value account, some outcomes are projected for a period of 1 year and so the effect of discounting for this is limited.

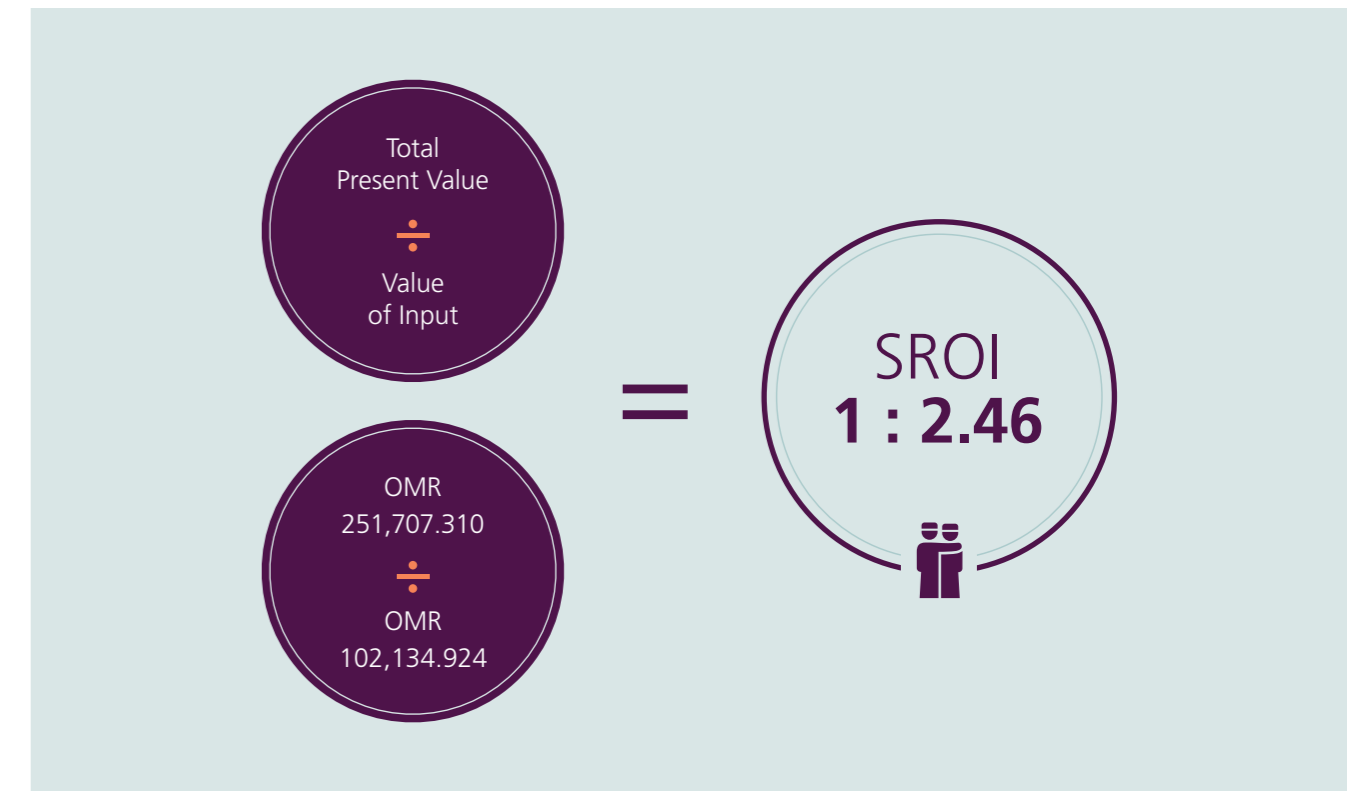
The SROI calculation is expressed as a ratio of return from investment. It is derived from dividing the monetised value of the sum of all the benefits by the total cost of the investment as seen below.

The Total Present Value (PV): Present Value - Value of Input
 In the case of Conversations the following figures were used to calculate the social return on investment:

- The Total Present Value (PV) is OMR 251,707.310
- The Total Investment figure in the same period to generate this value is OMR 102,134.924

The SROI ratio is calculated by dividing the total present value by the investment. Therefore, the social return from investing in Intajee and Zaree is predicted to be OMR 2.46 for every OMR 1 invested.

Project Title	Year 1	Year 2	Year 3	Year 4	Year 5
Total	OMR 126,305.600	OMR 65,202.740	OMR 33,308.320	OMR 18,932.240	OMR 18,029.430
Present Value (PV) / year	OMR 123,829.020	OMR 62,670.840	OMR 31,387.180	OMR 17,490.460	OMR 16,329.810
				Total Present Value	OMR 251,707.310
				Net Present Value (PV – Investment)	OMR 149,572.380





Verifying The Result

9

In this section
◆ Sensitivity Analysis

Sensitivity Analysis

Sensitivity testing is a process in SROI that explores plausible, logical sequences other than those used in the report's SROI calculation. The purpose of sensitivity testing is to ensure that small, potential changes in the way the SROI has been developed do not significantly affect the final analysis. Sensitivity testing is most useful where logical assumptions have been made (deadweight, attribution, and drop off) and seeks to identify and highlight figures or estimates, which might disproportionately influence the research vis-à-vis a large margin for error. The purpose is to ensure these assumptions are reasonably robust when compared against other potential ways of viewing the same situation.

The sensitivity of this report varies from 1:1.1 on the low end, when adjusting financial proxies and quantities of outcomes to match the most conservative estimates (based on interviews).

The high end of sensitivity could be as much as 1:2 if all items are adjusted for lower attribution and a few higher valuations (such as incomes generated and likelihood of incomes increasing with formalised programmes in Al Jabal Al Akhdar).

ANNEX 1

Survey Measuring Social Impact on Beneficiaries from Intajee Projects 2015

<p>Name: _____</p>	<p>Has this support changed your life? <input type="radio"/> Yes <input type="radio"/> No</p>
<p>Phone number: _____</p>	<p>How?</p> <p><input type="radio"/> Financially</p> <p><input type="radio"/> Socially</p> <p><input type="radio"/> Training, learning and skills development</p>
<p>Do you work? <input type="radio"/> Yes <input type="radio"/> No</p>	<p>Did you learn any of the below skill through contact with Omran employees? (personally, professionally, or others)</p> <p><input type="radio"/> Punctuality/ respecting appointments</p> <p><input type="radio"/> Organisation</p> <p><input type="radio"/> Efficiency</p> <p><input type="radio"/> Team work/ leadership skills</p> <p><input type="radio"/> Effective business completion</p> <p><input type="radio"/> Working with people from different backgrounds</p> <p>Other skills - please list them _____</p>
<p>Place of work: _____</p>	<p>Did you benefit from any of Omran's Programmes? <input type="radio"/> Yes <input type="radio"/> No</p>
<p>What kind of support did you benefit from?</p>	<p>How did you directly benefit from the project? (Excluding: income increase, marketing, knowledge)</p>
<p>How were you selected for this project?</p>	<p>In what ways did you indirectly benefit from the project? (Excluding: increase your chances to increase revenue in the future, enhance your social relationships)</p>
<p>Were the evaluation procedures clear? <input type="radio"/> Yes <input type="radio"/> No</p>	<p>Can you suggest other forms of evaluation?</p>
<p>Who nominated you?</p>	<p>Do you think that the criteria are clear and sufficient for evaluation?</p>
<p>How did you learn about the project?</p> <p><input type="radio"/> Newspaper advertisement</p> <p><input type="radio"/> Nominated by an official body</p> <p><input type="radio"/> From community councils</p> <p><input type="radio"/> From social media</p>	<p>Can you suggest other forms of evaluation?</p>

How much of your time and effort was invested in this project?
(E.g. how many hours a day, did you invest your money? How much?
Did you hire workers to help? Did you train your children to help in the project?
Did you contact hotels or other organisations that may benefit from your products?)

What are your future plans?

Devote your time to follow and develop the project

Continue with your job and employ someone from your family to manage the project.

Continue with your job and employ someone else to manage the project.

Sell your project and devote your time for your job.

Did anyone from your family (daughter/ son/ wife) benefit from the same project? How?

Did any member of your extended family benefit from any of Omran's projects?

Please share your opinion on this support.

What other projects do you think could be beneficial for your community?

ANNEX 2

Omran Impact Map

Stage 1		Stage 2				Stage 3							Stage 4					Stage 5					
Stakeholders	Intended/unintended changes	Inputs		Outputs	The Outcomes (what changes)								Deadweight %	Displacement %	Attribution %	Drop off %	Impact	Calculating Social Return					
Who will we have an effect on? Who will have an effect on us?	What do we think will change for them?	What will they invest?	Value OMR	Summary of activity in numbers	Description	Indicator	Source	Quantity	Duration	Financial Proxy	Value OMR	Source	What would have happened without the activity?	What activity would we displace?	Who else would contribute to the change?	Will the outcome drop off in future years?	Quantity times financial proxy, less deadweight, displacement and attribution	Discount rate	2.0%				
					How would we describe the change?	How would we measure it?	Where did we get the information from?	How much change will there be?	How long will it last?	What proxy did we use to value the change?	What is the value of the change?	Where did we get the information from?						Year 1 (after activity)	Year 2	Year 3	Year 4	Year 5	
Direct Beneficiaries	Development of interpersonal skills. Development of technical skills (protected farming for Intajee, marketing for Zaree). Increased income generation (by starting a business or being more employable). More empowered and respected in society. Better use of time. More open minded and entrepreneurial than before. They become ambassadors of Oman		4,279,200	Total = 25, Intajee = 21 people <ul style="list-style-type: none"> 15 beneficiaries from Al Musanaa (8 farmers, 3 bee keepers, 3 poultry house owners, 1 dairy products seller) Two from Muscat (owner of business and her partner) Four farmers from Al Jabal Al Akhdhar Zaree = 4 people is Four People 4 from Khasab Iman, Maryam, Fauzia and Zayana.	Farmers have acquired more interpersonal skills, professional farming expertise, are empowered and socially recognised, depending on themselves to generate income and be financially independent. Having training and development programme they become more knowledgeable in respect of technical know-how.	Increased their knowledge, interpersonal skills and are better able to run a business	Interviews	28.6	2	Cost of personal development training and regular sessions with a coach in Oman	OMR 300,000	Glory Makers which is an institution of training and consultation in the managerial, educational and social fields based in Muscat Oman.	7.50%	0.00%	0.00%	10.00%	OMR 7,936,500	OMR 7,936,500	OMR 7,142,850	OMR 0.000	OMR 0.000	OMR 0.000	
						Enhanced their social status and networks	Interviews	23.1	2	Value to an individual of being a member of a social group. This is an average value where the individual is 25-49 years old located in the UK and readjusted to an Omani context.	OMR 219,700	This valuation has been created to help social housing providers in the UK place a value on the social outcomes of their community investment work. Technique of valuation of wellbeing adjusted to a Omani context.	7.50%	20.00%	10.00%	5.00%	OMR 3,380,000	OMR 3,380,000	OMR 3,211,000	OMR 0.000	OMR 0.000	OMR 0.000	
						Feeling happier and proud	Interviews	21.8	1	Using the contingent valuation method, a course that enabled someone to increase their confidence in regards to family and others	OMR 2,585,700		0.00%	20.00%	5.00%	10.00%	OMR 42,839,880	OMR 42,839,880	OMR 0.000	OMR 0.000	OMR 0.000		
						Eat healthier	Interviews	4.1	5	The consideration made is based on potential savings in obesity expenditure per person	OMR 305,200	22.1% of population are obese (2013), which is 884,408 Omani. It costs the Omani government 270 million – the cost per person equals OMR 305.2.	30.00%	0.00%	0.00%	0.00%	OMR 875,920	OMR 875,920	OMR 875,920	OMR 875,920	OMR 875,920	OMR 875,920	
Attendees of the Initial Trainings	Development of leadership skills. Increased social status. Politically empowered				Reported that they have acquired few skills, better chances to be employed, capable to teach other and transfer knowledge. Now they are getting job opportunities during off season time to enhance their source of income.	Increased knowledge and interpersonal skills	Interviews	4	2	Excluded for double counting			50.00%	10.00%	5.00%	10.00%	OMR 0.000	OMR 0.000	OMR 0.000	OMR 0.000	OMR 0.000		
						More employable	Interviews	4	2	The cost of government training schemes, the cost of doing part time community training, the value of volunteering with a project	OMR 1,500,000	Cost of attending series of trainings – validated Glory Makers which is an institution of training and consultation in the managerial, educational and social fields based in Muscat Oman at the cost of OMR 1,500	5.00%	5.00%	5.00%	10.00%	OMR 5,144,250	OMR 10,288,500	OMR 9,259,650	OMR 0.000	OMR 0.000	OMR 0.000	
Local Authorities	Development of interpersonal skills of involved staff. More willingness from government side to partner in such social projects. Enhancement of local tourism. Saved investments into soft skills development of local communities. Saved investments in providing protected agriculture technologies. Created real successful stories promoting Omani culture. Promoting Oman regionally and internationally. More interested to duplicate and expand Zaree experience. Believing in such business opportunities in protected agriculture		13,553,040		Reported that they have less burden to invest in soft skills development, donation of greenhouses, more stories to share internationally about Tourism in Oman, more willing to support expansion of Intajee and Zaree.	Decreased investment in community soft skills development and donation of greenhouses.	Interviews	1	2	Cost benefit of organizing same amount of trainings in the four areas and donations of greenhouses	OMR 14,172,000	Validated Glory Makers which is an institution of training and consultation in the managerial, educational and social fields based in Muscat	20.00%	5.00%	0.00%	10.00%	OMR 10,770,720	OMR 10,510,040	OMR 9,459,040	OMR 0.000	OMR 0.000	OMR 0.000	
						Increased promotional resources to market tourism in Oman.	Interviews	4	5	The value of this increase in availability of resources is equivalent to the investment into hiring a marketing agency to develop new resources and provide similar outcome	OMR 10,000,000	This service was estimated conservatively at the rate of OMR 10,000 after consultation with a leading marketing agency based in Muscat	35.00%	10.00%	10.00%	5.00%	OMR 21,060,000	OMR 21,060,000	OMR 20,007,000	OMR 19,006,650	OMR 18,056,320	OMR 17,153,500	
						Increased interest in partnering with CSR activities	Interviews	1	3	A small consultancy research may have been successful in raising the same interest within government authorities	OMR 5,000,000	A small research piece on the grassroots community development programme locally can be valued conservatively at OMR 5000	15.00%	2.50%	0.00%	10.00%	OMR 16,575,000	OMR 4,143,750	OMR 3,729,380	OMR 3,356,440	OMR 0.000	OMR 0.000	
NGOs	More partnership opportunities with different organisations. Increased reputation and positioning in local communities		2,419,560		Reported that they are more known for their contribution and added value to their members in the local community	Increased reputation and enhanced social positioning	Interviews	3	1	Cost of one month campaign for an NGO (OMR 2,000) or organizing a community event OMR 3,000. The average value of these proxy activities is OMR 2,500	OMR 2,500,000	Consultation with a leading marketing agency based in Muscat	13.75%	5.00%	8.75%	10.00%	OMR 5,607,600	OMR 5,607,600	OMR 0.000	OMR 0.000	OMR 0.000	OMR 0.000	
						More value added for members	Interviews	3	1	The average cost for organizing a community activity in those areas	OMR 200,000	Shared during the interviews.	30.00%	30.00%	12.50%	20.00%	OMR 257,250	OMR 257,250	OMR 0.000	OMR 0.000	OMR 0.000	OMR 0.000	
Omran Hotels	Provide values to hotel guests. Better reputation. Offer fresher food/ more nutritional value. Increased guest satisfaction		50,000		Hotels are better perceived by the local community, they are offering healthier food options to their guests, enriching their experience and increasing their satisfaction rate	Increased guests' value added	Interviews	2	3	Valuation by the hotels on the increase in guest's value added.	OMR 10,000	Interview with the hotels' managers	15.00%	20.00%	5.00%	7.50%	OMR 12,920	OMR 129,200	OMR 119,510	OMR 110,550	OMR 0.000	OMR 0.000	
						Enhance community reputation and marketing	Interviews	2	1	Cost of one month campaign (OMR 5,000) or organizing a community event OMR 7,000. The average value of these proxy activities is OMR 6,000 –	OMR 6,000,000	Consultation with TRACC's a leading marketing agency based in Muscat	35.00%	10.00%	8.75%	3.75%	OMR 6,405,750	OMR 6,405,750	OMR 0.000	OMR 0.000	OMR 0.000	OMR 0.000	
Omran	Start a social programme as part of the annual CSR activities with the intention of supporting rural communities around the hotels. Community is more positive about Omran's investments. Omran is positioned as one of the key social players in the community. Intajee and Zaree positively impacted Omran hotels' value chain and have contributed to enrich the tourism experience value offered.		81,833,124		Omran has reported that both programmes have contributed to few employees volunteering which has increased their productivity and motivation	Increase in employees productivity and motivation	Interviews	2	1	Cost of a two day seminar (OMR 100) or monthly increase in salary OMR +70. The average value of these proxy activities is OMR 85	OMR 85,000	Validated Glory Makers which is an institution of training and consultation in the managerial, educational and social fields based in Muscat	40.00%	10.00%	5.00%	0.00%	OMR 87,210	OMR 87,210	OMR 0.000	OMR 0.000	OMR 0.000	OMR 0.000	
General Community	License to operate. Social acceptance. More acceptance of women working in local society				Communities in the four areas are accepting the role of women as an economic player in the society	Increased economic opportunities for rural women	Interviews	8	1	Excluded for double counting			0.00%	0.00%	0.00%	0.00%	OMR 0.000	OMR 0.000	OMR 0.000	OMR 0.000	OMR 0.000	OMR 0.000	
Families of Beneficiaries	Less burden on families' economic capacity. Families more welcoming to the idea of starting businesses. More acceptance of women working in local society				Reported better relationships between members of the families, they are more willing to support them	Less stress and issues within the families	Interviews	4	1	The cost of this proxy was based on a low cost counselling service by a local counsellor who provide family counselling sessions costs (OMR 5 * 6) = OMR 30	OMR 30,000	Cost of local counsellor in rural areas of Oman	10.00%	5.00%	0.00%	10.00%	OMR 102,600	OMR 102,600	OMR 0.000	OMR 0.000	OMR 0.000	OMR 0.000	
Tourists	Learned more about Omani culture				Tourists now know Oman and Omani culture better	Indicated by having spent time to visit with a local Omani woman, get Henna, take a picture with them, have coffee, etc.		1050	2	Tourists willingness to pay for similar services as Zaree	OMR 5,000	Interviews with tourists in Oman	0.00%	0.00%	0.00%	10.00%	OMR 5,250,000	OMR 5,250,000	OMR 4,725,000	OMR 0.000	OMR 0.000	OMR 0.000	
Total			102,134,927														OMR 126,305,600	OMR 126,305,600	OMR 65,202,740	OMR 33,308,320	OMR 18,932,240	OMR 18,029,430	

Present value of each year (after discounting)

Year 1
OMR 123,829.020

Year 2
OMR 62,670.840

Year 3
OMR 31,387.180

Year 4
OMR 17,490.460

Year 5
OMR 16,329.810

Total Present Value (PV)

OMR 251,707.310

Net Present Value (PV minus the investment)

OMR 149,572.380

Social Return OMR per OMR

2.46

ANNEX 2

Omran Impact Map

Stage 1		Stage 2			
Stakeholders	Intended/unintended changes	Inputs		Outputs	The Outcomes (what changes)
Who will we have an effect on? Who will have an effect on us?	What do we think will change for them?	What will they invest?	Value OMR	Summary of activity in numbers	Description How would we describe the change?
Direct Beneficiaries	Development of interpersonal skills. Development of technical skills (protected farming for Intajee, marketing for Zaree). Increased income generation (by starting a business or being more employable). More empowered and respected in society. Better use of time. More open minded and entrepreneurial than before. They become ambassadors of Oman		4,279.200	Total = 25, Intajee = 21 people <ul style="list-style-type: none"> 15 beneficiaries from Al Musanaa (8 farmers, 3 bee keepers, 3 poultry house owners, 1 dairy products seller) Two from Muscat (owner of business and her partner) Four farmers from Al Jabal Al Akhdhar Zaree = 4 people is Four People 4 from Khasab Iman, Maryam, Fauzia and Zayana.	Farmers have acquired more interpersonal skills, professional farming expertise, are empowered and socially recognised, depending on themselves to generate income and be financially independent. Having training and development programme they become more knowledgeable in respect of technical know-how.
Attendees of the Initial Trainings	Development of leadership skills. Increased social status. Politically empowered				Reported that they have acquired few skills, better chances to be employed, capable to teach other and transfer knowledge. Now they are getting job opportunities during off season time to enhance their source of income.
Local Authorities	Development of interpersonal skills of involved staff. More willingness from government side to partner in such social projects. Enhancement of local tourism. Saved investments into soft skills development of local communities. Saved investments in providing protected agriculture technologies. Created real successful stories promoting Omani culture. Promoting Oman regionally and internationally. More interested to duplicate and expand Zaree experience. Believing in such business opportunities in protected agriculture		13,553.040		Reported that they have less burden to invest in soft skills development, donation of greenhouses, more stories to share internationally about Tourism in Oman, more willing to support expansion of Intajee and Zaree.
NGOs	More partnership opportunities with different organisations. Increased reputation and positioning in local communities		2,419.560		Reported that they are more known for their contribution and added value to their members in the local community
Omran Hotels	Provide values to hotel guests. Better reputation. Offer fresher food/ more nutritional value. Increased guest satisfaction		50.000		Hotels are better perceived by the local community, they are offering healthier food options to their guests, enriching their experience and increasing their satisfaction rate
Omran	Start a social programme as part of the annual CSR activities with the intention of supporting rural communities around the hotels. Community is more positive about Omran's investments. Omran is positioned as one of the key social players in the community. Intajee and Zaree positively impacted Omran hotels' value chain and have contributed to enrich the tourism experience value offered.		81,833.124		Omran has reported that both programmes have contributed to few employees volunteering which has increased their productivity and motivation
General Community	License to operate. Social acceptance. More acceptance of women working in local society				Communities in the four areas are accepting the role of women as an economic player in the society
Families of Beneficiaries	Less burden on families' economic capacity. Families more welcoming to the idea of starting businesses. More acceptance of women working in local society				Reported better relationships between members of the families, they are more willing to support them
Tourists	Learned more about Omani culture				Tourists now know Oman and Omani culture better
Total			102,134.927		

Stage 3						
Indicator	Source	Quantity	Duration	Financial Proxy	Value OMR	Source
How would we measure it?	Where did we get the information from?	How much change will there be?	How long will it last?	What proxy did we use to value the change?	What is the value of the change?	Where did we get the information from?
Increased their knowledge, interpersonal skills and are better able to run a business	Interviews	28.6	2	Cost of personal development training and regular sessions with a coach in Oman	OMR 300.000	Glory Makers which is an institution of training and consultation in the managerial, educational and social fields based in Muscat Oman.
Enhanced their social status and networks	Interviews	23.1	2	Value to an individual of being a member of a social group. This is an average value where the individual is 25-49 years old located in the UK and readjusted to an Omani context	OMR 219.700	This valuation has been created to help social housing providers in the UK place a value on the social outcomes of their community investment work. Technique of valuation of wellbeing adjusted to a Omani context
Feeling happier and proud	Interviews	21.8	1	Using the contingent valuation method, a course that enabled someone to increase their confidence in regards to family and others	OMR 2,585.700	
Eat healthier	Interviews	4.1	5	The consideration made is based on potential savings in obesity expenditure per person	OMR 305.200	22.1% of population are obese (2013), which is 884,408 Omani. It costs the Omani government 270 million – the cost per person equals OMR 305.2.
Increased knowledge and interpersonal skills	Interviews	4	2	Excluded for double counting		
More employable	Interviews	4	2	The cost of government training schemes, the cost of doing part time community training, the value of volunteering with a project	OMR 1,500.000	Cost of attending series of trainings – validated Glory Makers which is an institution of training and consultation in the managerial, educational and social fields based in Muscat Oman at the cost of OMR 1,500
Decreased investment in community soft skills development and donation of greenhouses.	Interviews	1	2	Cost benefit of organizing same amount of trainings in the four areas and donations of greenhouses	OMR 14,172.00	Validated Glory Makers which is an institution of training and consultation in the managerial, educational and social fields based in Muscat
Increased promotional resources to market tourism in Oman.	Interviews	4	5	The value of this increase in availability of resources is equivalent to the investment into hiring a marketing agency to develop new resources and provide similar outcome	OMR 10,000.000	This service was estimated conservatively at the rate of OMR 10,000 after consultation with a leading marketing agency based in Muscat
Increased interest in partnering with CSR activities	Interviews	1	3	A similar consultancy research may have been successful in raising the same interest within government authorities	OMR 5,000.000	A small research piece on the grassroots community development programme locally can be valued conservatively at OMR 5000
Increased reputation and enhanced social positioning	Interviews	3	1	Cost of one month campaign for an NGO (OMR 2,000) or organizing a community event OMR 3,000. The average value of these proxy activities is OMR 2,500	OMR 2,500.000	Consultation with a leading marketing agency based in Muscat
More value added for members	Interviews	3	1	The average cost for organizing a community activity in those areas	OMR 200.000	Shared during the interviews.
Increased guests' value added	Interviews	2	3	Valuation by the hotels on the increase in guest's value added.	OMR 10.000	Interview with the hotels' managers
Enhance community reputation and marketing	Interviews	2	1	Cost of one month campaign (OMR 5,000) or organizing a community event OMR 7,000. The average value of these proxy activities is OMR 6,000 –	OMR 6,000.000	Consultation with TRACCS a leading marketing agency based in Muscat
Increase in employees productivity and motivation	Interviews	2	1	Cost of a two day seminar (OMR 100) or monthly increase in salary OMR +70. The average value of these proxy activities is OMR 85	OMR 85.000	Validated Glory Makers which is an institution of training and consultation in the managerial, educational and social fields based in Muscat
Increased economic opportunities for rural women	Interviews	8	1	Excluded for double counting		
Less stress and issues within the families	Interviews	4	1	The cost of this proxy was based on a low cost counselling service by a local counsellor who provide family counselling sessions costs (OMR 5 * 6) = OMR 30	OMR 30.000	Cost of local counsellor in rural areas of Oman
Indicated by having spent time to visit with a local Omani woman, get Henna, take a picture with them, have coffee, etc.		1050	2	Tourists willingness to pay for similar services as Zaree	OMR 5.000	Interviews with tourists in Oman

ANNEX 2

Omran Impact Map

Stage 4					Stage 5				
Deadweight %	Displacement %	Attribution %	Drop off %	Impact	Calculating Social Return				
What would have happened without the activity?	What activity would we displace?	Who else would contribute to the change?	Will the outcome drop off in future years?	Quantity times financial proxy, less deadweight, displacement and attribution	Discount rate	2.0%			
					Year 1 (after activity)	Year 2	Year 3	Year 4	Year 5
7.50%	0.00%	0.00%	10.00%	OMR 7,936.500	OMR 7,936.500	OMR 7,142.850	OMR 0.000	OMR 0.000	OMR 0.000
7.50%	20.00%	10.00%	5.00%	OMR 3,380.000	OMR 3,380.000	OMR 3,211.000	OMR 0.000	OMR 0.000	OMR 0.000
0.00%	20.00%	5.00%	10.00%	OMR 42,839.880	OMR 42,839.880	OMR 0.000	OMR 0.000	OMR 0.000	OMR 0.000
30.00%	0.00%	0.00%	0.00%	OMR 875.920	OMR 875.920	OMR 875.920	OMR 875.920	OMR 875.92	OMR 875.920
50.00%	10.00%	5.00%	10.00%	OMR 0.000	OMR 0.000	OMR 0.000	OMR 0.000	OMR 0.000	OMR 0.000
5.00%	5.00%	5.00%	10.00%	OMR 5,144.250	OMR 10,288.500	OMR 9,259.650	OMR 0.000	OMR 0.000	OMR 0.000
20.00%	5.00%	0.00%	10.00%	OMR 10,770.720	OMR 10,510.040	OMR 9,459.040	OMR 0.000	OMR 0.000	OMR 0.000
35.00%	10.00%	10.00%	5.00%	OMR 21,060.000	OMR 21,060.000	OMR 20,007.000	OMR 19,006.650	OMR 18,056.320	OMR 17,153.500
15.00%	2.50%	0.00%	10.00%	OMR 16,575.000	OMR 4,143.750	OMR 3,729.380	OMR 3,356.440	OMR 0.000	OMR 0.000
13.75%	5.00%	8.75%	10.00%	OMR 5,607.600	OMR 5,607.600	OMR 0.000	OMR 0.000	OMR 0.000	OMR 0.000
30.00%	30.00%	12.50%	20.00%	OMR 257.250	OMR 257.250	OMR 0.00	OMR 0.000	OMR 0.000	OMR 0.000
15.00%	20.00%	5.00%	7.50%	OMR 12.920	OMR 129.200	OMR 119.510	OMR 110.550	OMR 0.000	OMR 0.000
35.00%	10.00%	8.75%	3.75%	OMR 6,405.750	OMR 6,405.750	OMR 0.000	OMR 0.000	OMR 0.000	OMR 0.000
40.00%	10.00%	5.00%	0.00%	OMR 87.210	OMR 87.210	OMR 0.000	OMR 0.000	OMR 0.000	OMR 0.000
0.00%	0.00%	0.00%	0.00%	OMR 0.000	OMR 0.000	OMR 0.000	OMR 0.000	OMR 0.000	OMR 0.000
10.00%	5.00%	0.00%	10.00%	OMR 102.600	OMR 102.600	OMR 0.000	OMR 0.000	OMR 0.000	OMR 0.000
0.00%	0.00%	0.00%	10.00%	OMR 5,250.000	OMR 5,250.000	OMR 4,725.000	OMR 0.000	OMR 0.000	OMR 0.000
				OMR 126,305.600	OMR 126,305.600	OMR 65,202.740	OMR 33,308.320	OMR 18,932.240	OMR 18,029.430

Present value of each year (after discounting)

Year 1
OMR 123,829.020

Year 2
OMR 62,670.840

Year 3
OMR 31,387.180

Year 4
OMR 17,490.460

Year 5
OMR 16,329.810

Total Present Value (PV)

OMR 251,707.310

Net Present Value (PV minus the investment)

OMR 149,572.380

Social Return OMR per OMR

2.46



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