



# SROI Evaluation Analysis “Ahdaaf” Project

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## EXECUTIVE SUMMARY

This report documents the work carried out in December 2013 to establish a Social Return on Investment Framework for the Ahdaaf's program. This report provides a full description of the methodology used to collect information, the decisions and assumptions that have been made as well as explaining the initial SROI framework and the general story of the changes Ahdaaf's program helps to bring for its stakeholders.



The information gained from using this approach will enable Emirates NBD Bank to have a greater understanding of the impact of Ahdaaf's program on the people it exists to help. This will enable Emirates NBD to make informed strategic decisions on the direction of future work and allocation of resources. It will also assist Emirates NBD Bank to communicate the value of its work to different stakeholders involved at the Ahdaaf's program.

The report looks at how Ahdaaf program has made a real difference to the 22 Kids from the National Charity School when they participated at an intensive sports program during ten sessions over a month period from October 6<sup>th</sup> to November 17<sup>th</sup> 2013.

In addition to impacting the Kids whom are the main beneficiaries of the program, other stakeholders are affected by a wide range of outcomes created as a result of Ahdaaf program. The scope of this report focuses on analyzing the story of change for the following stakeholders:

- Emirates NBD
- The National Charity School
- Action Care
- Parents of the Kids
- Coaches at Ahdaaf
- Ahdaaf as an organization

The impact map that has been developed following stakeholder consultation showed that a range of outcomes were being developed. These include:

- Increased internal communication and buy-in between departments within Emirates NBD Bank
- Increased internal passion, engagement and commitment about CSR programs within bank
- Created new and strengthened external multi-stakeholders' relationships
- Improved relationship and involvement between the parents and school
- New skills learned by the Kids were visible during sports classes
- Increase in energy levels, interactions and relationships between the kids
- Strengthen Kids' discipline and respect towards their teachers
- New skills gained on how to deal with an early age group of Kids

- Increased NGO involved 's credibility in the market
- Others ....

### **Result and outcomes:**

The analysis evaluates the social return created for 22 Kids who benefited from the training program. Moreover, the analysis measures the social return created for the National Charity School, Action Care, Emirates NBD Bank, Ahdaaf and its coaches.

The total present value calculated from the impact map for the Ahdaaf program for the period under the assumptions made was AED 107,377.95 The total invested in delivering the Ahdaaf program was AED 54,339.50 over the same period. The SROI index is a result of dividing the total present value by the investment which gives a social return value of AED 1.98 for every AED 1 invested in the Ahdaaf program. This is based on the information currently available.

**Total Social Investment:**  
**AED 54,339.50**

**Social Return on Investment (total social revenue at present):**  
**AED 107,377.95**

**SROI (Investment Return divided by Total Social Investment):**  
**AED 1.98**

This report presents a powerful social and business case for investment in Ahdaaf program in the future due to the multiple benefits across a range of stakeholders but ultimately towards building strong relationships and introduction of new partners between different stakeholders.

As in all SROI analyses, this calculation was based upon estimates and assumption. The sensitivity of the social return ratio to change in a number of these was tested. As a result, the social return for each pound invested ranged from AED 1.93 to AED 2.19.

A number of recommendations were made as a result of the analysis, which may help shape data collection and improve the quality of future social impact assessment of the Ahdaaf program. The recommendations included:

- The program could be longer – at least 10 weeks
- The program would be more ideal during the school holidays
- The age group is young; a slightly older group would be better
- The program should focus on behavioral skills and discipline, not only football skills
- Parents should be more involved in the program
- Emirates NBD social media team should work closely with Ahdaaf club social media team in order to produce cohesive news
- The talented Kids should be given an opportunity to join the program



## **I. PURPOSE AND APPROACH TO THE ANALYSIS:**

### **1. Purpose Of The SROI:**

Much of the wider value associated with activities that take place in the real world are not easily quantifiable in strict financial terms and this can result in many relevant aspects being overlooked, despite their perhaps having an immense impact in relation to people's lives and their wider communities.

Donors of funds are increasingly curious about the impact of their investments. Now we can often see, or at least assume, the benefits of their work. But in today's world, it is necessary to communicate specific and concise details about those benefits in order for them to be fully acknowledged and help take the right decision for future social investment.

Here comes the importance of Measuring Social Impact or Social Return on Investment (SROI). Social Return on Investment (SROI) is a framework that seeks to measure, account for and communicate this broader concept of value by incorporating wider social, environmental and economic aspects. This allows a more complete and accurate picture of overall impact to emerge. SROI measures change in ways that have been recognized as suitable by the stakeholders concerned (the people/organizations that experience the change) and then articulates this from their perspectives. Relevant associated outcomes are initially identified and subsequently represented in appropriate monetary terms.

The resultant ratio of benefits to costs helps the total associated value to be more easily conceptualized, but this number must not be considered in isolation; it tells only one part of the overall story. SROI clarifies and demonstrates true value in a meaningful and robust manner by collecting a range of information from all relevant stakeholder groups.

The quantitative and qualitative data that is generated enables the identification of the most important outcomes and the inclusion of justifiable financial proxies help to conceptualize the aspects that can otherwise be overlooked. Relevant stakeholders are involved throughout the process to ensure that the included outcomes and associated financial proxies accurately reflect their perceptions of relative importance.

In this way, the overall impact of an activity can be calculated and the value generated compared to the investment in the activities. This enables a ratio of cost to benefits to be calculated. For example, a ratio of 1:3 indicates that an investment of AED 1 in the activities has delivered AED 3 of social value.

There are two types of SROI analyses: a forecast SROI predicts the impact of a project or activity and an evaluative SROI measures the changes that it has delivered. This report is an evaluative SROI.

### **2. SROI Approach**

The SROI methodology was originally developed by the Roberts Enterprise Development Fund in the US, and then further developed by the SROI network in the UK through the Cabinet Office. A set

of principles and a standard process guide an SROI analysis. For further information: [www.sroi-uk.org](http://www.sroi-uk.org)

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

<p>An SROI analysis proceeds via six key steps:</p> <ul style="list-style-type: none"> <li>• Establishing scope and identifying stakeholders</li> <li>• Mapping outcomes</li> <li>• Evidencing outcomes and giving them a value</li> <li>• Establishing impact</li> <li>• Calculating the SROI</li> <li>• Reporting, using and embedding</li> </ul>	<p>An SROI analysis has seven principles:</p> <ul style="list-style-type: none"> <li>• Involve stakeholders</li> <li>• Understand what changes</li> <li>• Value the things that matter</li> <li>• Only include what is material</li> <li>• Do not over-claim</li> <li>• Be transparent</li> <li>• Verify the result</li> </ul>
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### 3. Objective Of The Analysis

This report evaluates the social return on investment of the Ahdaaf program. Measuring the social value of the program provides us with an insight on the impact the program has on its stakeholders. Emirates NBD chose to use the Social Return on Investment (SROI) methodology to assess the project. This methodology demonstrates a broader picture of the impact and value of the Ahdaaf program.

### 4. Scope And Period Of The Analysis

This analysis evaluates the impacts of the Ahdaaf program in the period from October 6<sup>th</sup> to November 17<sup>th</sup>. Although the kids have only attended 10 sessions at Ahdaaf Club, Emirates NBD Bank decided to conduct the analysis in order to track progress of the program and make things better for the planning of the 10 extra sessions. As the period covers just one month of activities, care has been taken to ensure all inputs related to the outcomes during the period are included in the analysis.

## II. OVERVIEW OF THE “Ahdaaf ” Program

### The “Ahdaaf” Program

The Ahdaaf program is a football training session aimed to enhance the football skills and develop leadership and communication skills amongst a group of hand-picked Kids. The program was initiated and sponsored by Emirates NBD. The participants are students at the National Charity School.

Emirates NBD worked closely with Ahdaaf Club to create this program. Ahdaaf Club provided the space and coaches for training the Kids. The program included 10 sessions that took place over a period of five weeks.

### **III. FOCUSING ON WHAT IS MATERIAL**

The nature of measuring change among organizations and individuals is such that there are potentially as many different stories, views, and perspectives as there are stakeholders engaged.

According to the SROI network, materiality involves an assessment of whether a person would make a different decision about the activity if a particular piece of information was excluded. This covers decisions about which stakeholders experience significant change, as well as the information about the outcomes. The decisions to include or exclude different stakeholders or outcomes involve questioning both the relevance and the significance of these elements to the SROI analysis.

For this reason, throughout the process, decisions have been made about what to include and exclude from the analysis. In each case, we sought to focus on the stakeholders and outcomes that are material (relevant and significant) and that fit within the scope of the analysis. We have also tried to be transparent in each decision by explaining the reasons for it in the report.

#### **Materiality of the Ahdaaf Program:**

**Table 1 (Appendices)** indicates the decisions taken on whether to include or exclude stakeholders based on the relevance of the intervention to the stakeholder, as well as the significance of the change they experience as part of the Ahdaaf program.

The table shows a total of six stakeholders who have been included in the SROI analysis, and four that have been excluded.

For some stakeholders, outcomes which were put forward in the analysis were dropped and eventually excluded based on their relevance to the stakeholder, as well as their significance in terms of quantity, value and impact. These decisions are explained in **Table 1 (Appendices)**.

### **IV. INVOLVING STAKEHOLDERS**



The views of stakeholders were gathered and used to shape what should be measured, and to provide feedback on the impacts Ahdaaf achieved. All the stakeholders identified by the Ahdaaf program were those of whom material outcomes had occurred and were consequently selected for inclusion in the analysis.

We started our analysis by attending one of the Ahdaaf program sessions at Ahdaaf Club, and were introduced to all the stakeholders involved in this program. On the

same day, we conducted first series of interviews in order to get a feeling of the whole program and impressions of different stakeholders involved.

As a result, we came up with a potential list of stakeholders; the most relevant (material) for inclusion in the analysis and who were likely to experience changes as a result of the Ahdaaf program. We considered the nature of changes and explored how those changes can be measures. Stakeholders not included are shown in the appendices section.

This selection was kept under review throughout the analysis and stakeholders brought back into the analysis during the process if it was felt that they were relevant. No material changes, in the context of the scope, occurred to excluded stakeholders.

Table 1 (appendices) indicates the decisions taken on whether to include or exclude stakeholders based on the relevance of the intervention to the stakeholder, as well as the significance of the change they experience as part of the Ahdaaf program.

The table below lists Ahdaaf’s included stakeholders, methods of consultation and data collection, as well as degree of involvement:

Stakeholders	Primary Role	Method of Data Collection	Amount
<b>Emirates NBD</b>	Main sponsor of the Ahdaaf program 2013	Interview with CSR manager of Emirates NBD Bank	Three Interviews
<b>Action Care</b>	An NGO that facilitates the delivery of the overall program and engagement between the bank, school and the Ahdaaf staff.	Interview with Cherryn Kelly, General Manager in Action Care and Jessica Roberts.	Two Interviews
<b>School(National Charity School)</b>	Educational institution the kids belong to.	Interview with director of the school and other administration staff including Mr. Ibrahim Abou Zid and a sport coach	Two Interview
<b>Coach</b>	Coaches representing the Ahdaaf Club staff	Interview with both coaches: Arafat and Ahmad.	Two Interviews
<b>Kids</b>	Main beneficiaries, participants in the Ahdaaf program.	Interview with Kids. The interview was conducted with the support of the coach, the school and their parents.	One interviews with each child

### Sample Size Achieved

Stakeholder	Total Number	Interviewed	Percentage
<b>Emirates NBD</b>	One bank	One bank interviewed via its CSR manager and coordinator	100 %
<b>Action Care</b>	One organization	Action care was interviewed via its general manager and her coordinator	100 %
<b>National Charity School</b>	One school	Director of the school and Mr.	100 %



		Ibrahim Abou Zid and the sports' coach.	
<b>Coaches</b>	Two coaches	Two coaches Arafat and Ahmad.	100 %
<b>Kids</b>	22 Kids	15 Kids interviewed	69 %
<b>Ahdaaf</b>	One organization	Ahdaaf was interviewed via its business development manager.	100%

Stakeholders were involved in identifying and quantifying the outcomes that are related to them, developing indicators, valuing outcomes and estimating deadweight and attribution during the development of the impact map.

Stakeholders were also involved during and at the end of the process when a number of them were contacted to check that they recognize and agree with the bits of the analyses that relate to them. Stakeholders from each group and sub-group were asked if they recognize and agree with the:

- Outcomes
- Theory of change; and
- Relative order of value of outcomes for them.

All were able to confirm that they recognized and agreed with these sections of the analyses appropriate to them.

## **V. DATA COLLECTION**

Stakeholders were consulted (as above). The stakeholder engagement plan above aimed to contact as many stakeholders as possible. Our interviews with the identified stakeholders focused on understanding each stakeholder's objectives, what they contributed (inputs), what activities they performed (outputs), and what changed for them (outcomes, intended or unintended) as a result of their involvement in the Ahdaaf Program.

The research methods employed included the following:

- Interviews with Emirates NBD CSR Manager and coordinator
- Interviews with the National Charity School director, Mr. Ibrahim Abou Zid, and the physical education teacher
- Interview with Action Care - Cherryn Kelly General Manager and Jessica Roberts.
- Interviews with the Kids. The interview was conducted with the support of the coaches, the parents and the school.
- Phone interviews with the Kids' parents

## **VI. UNDERSTANDING CHANGE - OUTCOMES**

### ***1. Intended and Unintended outcomes***

The table below provides all the intended and unintended outcomes as a result of each of the stakeholders' involvement at the Ahdaaf program:

<i>Stakeholders</i>	<i>Intended Outcomes</i>	<i>Unintended Outcomes</i>
<b>Emirates NBD</b>	<ul style="list-style-type: none"> <li>• Broaden the CSR portfolio at the bank.</li> <li>• Increased touch points with the community through new CSR programs.</li> <li>• Improved reputation and media exposure for the bank.</li> <li>• Increase in staff engagement.</li> <li>• Gaining experience in CSR implementation and explore new investment thematic.</li> </ul>	<ul style="list-style-type: none"> <li>• Ahdaaf program could fail and create a negative image about the bank in the community.</li> <li>• There is a safety risk associated with any sport event for Kids. An incident could happen and the bank will face an issue.</li> </ul>
<b>National Charity School</b>	<ul style="list-style-type: none"> <li>• Improved football skills of their football team</li> <li>• Creating more entertainment opportunities for Kids during their free time</li> <li>• Ease the teachers efforts to create team spirit</li> <li>• Enhancing the school's relationship with ENBD for potential future sponsorships and support</li> <li>• Increase reputation through media exposure</li> </ul>	<ul style="list-style-type: none"> <li>• Risk associated with out-the-school engagement of the kids</li> <li>• Additional non-expected effort allocated to the program</li> <li>• Under valuing the schools' sports teachers after the program in comparison with Ahdaaf's coaches</li> </ul>
<b>Kids</b>	<ul style="list-style-type: none"> <li>• Increase entertainment opportunities: sport equipment's, fun time, interaction with school mates outside of the school</li> <li>• Feeling important, special</li> <li>• Learning new football skills</li> </ul>	<ul style="list-style-type: none"> <li>• Unpleasant experience to some of the Kids could happen after an incident during the session.</li> </ul>
<b>Ahdaaf</b>	<ul style="list-style-type: none"> <li>• Increased media exposure for Ahdaaf as a sports social program in the community.</li> <li>• Increased business opportunities and killing dead hours.</li> </ul>	<ul style="list-style-type: none"> <li>• The program doesn't gain lots of credits in the community and doesn't help the Ahdaaf's brand to grow.</li> </ul>
<b>Coaches</b>	<ul style="list-style-type: none"> <li>• Increase workload</li> <li>• New experience with the age group</li> <li>• Improve coaching skills</li> </ul>	
<b>Parents</b>	<ul style="list-style-type: none"> <li>• Gaining more free time for mothers</li> <li>• Parents are not requested to pay extra charge for social sports program</li> <li>• Discovering a new passion for their Kids</li> </ul>	<ul style="list-style-type: none"> <li>• Disrupting Kids from studies</li> </ul>
<b>Action Care</b>	<ul style="list-style-type: none"> <li>• Add a program to their portfolio, might introduce concept to other sponsor</li> </ul>	

## 2. Inputs, Values and Outputs

This section focuses on the inputs and outcomes that have occurred for the stakeholders as a consequence of their involvement at the Ahdaaf program. All inputs which contribute to the activities of the Ahdaaf program are listed in the impact map.

Initially, the first part of the overall theory of change is presented for the entire course, i.e. how inputs are transformed into activities, results and finally outcomes. The process goes through three main questions:

- What are the investments (Inputs) of each stakeholder?
- What are the values of those investments (Inputs) and;
- Their total value in numbers (Outputs)?

The table below provides an overview of the main inputs and outputs of the Ahdaaf program:

Stakeholders	Inputs	Values	Outputs
<b>Emirates NBD</b>	Money (Sponsorship)	kits, coaching, field rental and kid's party = 15600+8900	24,500
		Transportation school bus = 4000	4,000
	Two Documentary film = 10000	10,000	
	Time (41H: Khalifa + Abeer)	6129.5	6129.5
<b>National Charity School</b>	Time	(10*3H= 30hours) per 1 admin Total= 60 hours 8000 average monthly salary per employee	2,000
<b>Kids</b>	N/A	N/A	N/A
<b>Ahdaaf</b>	N/A	N/A	N/A
<b>Coaches</b>	N/A	N/A	N/A
<b>Parents</b>	Snack box	100*22 = 2,200	2,200
<b>Action Care</b>	Time	(30 hours* \$50 = \$1500) = 5,510.00	5,510

Total Inputs including time, in kind, and financial support = **AED 54,339.50**

## VII. OUTCOMES AND EVIDENCE

The outputs describe - in numerical terms - the activities that took place as a result of the inputs. These activities or outputs will lead to change (or outcomes) for each of the identified stakeholders. Below is a detailed explanation of the key outputs identified for each stakeholder involved in the Ahdaaf Program and more explanation about the quantities provided in **Table 3 (Appendices)**

An indicator was chosen for each outcome to provide a way of demonstrating whether the change has happened positively or negatively. The most appropriate indicators were chosen using information gathered in the interviews conducted with each stakeholder group.

## Emirates NBD

Description	Indicator	Source	Quantity	Duration	Outcomes start
<b>How would the stakeholder describe the changes?</b>	<b>How would you measure it?</b>	<b>Where did you get the information from?</b>	<b>How much change was there?</b>	<b>How long does it last after end of activity? (Only enter numbers)</b>	<b>Does it start in period of activity (1) or in period after (2)</b>
Improved relationship with Marketing Dept	Increased internal communication and buy-in between departments	CSR Department	1	1	1
Increase in internal buy-in about CSR programs	Increased internal passion, engagement and commitment about CSR programs	Marketing Department	4	1	1
Strengthening engagement with an existing stakeholder	Created new and strengthened external relationships with stakeholders	CSR Department	3	1	1
Introducing new relationship with a new stakeholder					
Increase in reputation and media exposure	Increased media hits	CSR Department	1	1	1

Emirates NBD Bank reported that the Ahdaaf program helped to improve the relationship between the CSR and the marketing departments in the bank. The marketing department provided social media coverage and communications. Some of the team attended the project and reported the experience back to the department.

Khalifa Al Kindi, CSR manager at the bank, reported that the strengthened relations is more likely to remain positive and active for couple of months and has immediately paid off in terms of increasing the internal buy-in for the bank's CSR portfolio. "Our marketing department has been fairly involved and aware of our CSR activities. The Ahdaaf program helped to increase the internal buy-in and supported spreading the culture around" confirmed Khalifa.

The bank has also reported that because of the Ahdaaf program, they have managed to build new relationships with organizations and stakeholders around social issues important to the local



community. The new stakeholder group included Ahdaaf Club, Action Care and the National Charity School. The new partners are more likely to remain active for one year since all entities are planning to extend the program.

The Ahdaaf program received a good coverage by media organizations, including the popular national newspaper “Al Bayan”, who covered the event voluntarily. The newspaper is read by most of the leaders, ministers and VIPs of the country. This will most likely bring lots of credit to the bank.

### National Charity School

Description	Indicator	Source	Quantity	Duration	Outcomes start
<b>How would the stakeholder describe the changes?</b>	<b>How would you measure it?</b>	<b>Where did you get the information from?</b>	<b>How much change was there?</b>	<b>How long does it last after end of activity? (Only enter numbers)</b>	<b>Does it start in period of activity (1) or in period after (2)</b>
The feedback from the parents was positive	Improved relationship and involvement between the parents and school	School Admin	22	1	1
The program called for extra working hours for the school staff involved which resulted into a better experience to deal with the Kids	The new skills learned by the Kids were visible during sports classes	School Admin	1	3	1
School reputation improved due to media exposure	Increased media hits	School Admin	1	1	1
Built new relationships with stakeholders	New relationships gained with new stakeholders	School Admin	2	2	1



The National Charity School reported that the Ahdaaf program helped to improve their relationship with the twenty two parents of the Kids. This connection between the parents and the school allows them to recognize the performance of the Kids during the school year.

Ibrahim Abou Zid, a supervisor at the school, reported that the Kids learned new skills and accumulated new experiences. The Ahdaaf program helped the school

enhance the Kids’s discipline and teach them the importance of team work.

The director of the school believes that the National Charity School is becoming popular: “We are recognized by many organizations but due to the Ahdaaf program, the school’s reputation improved”.

The National Charity School also reported that the Ahdaaf program helped them build new relationships with other organizations. The new stakeholders include Ahdaaf Club, Emirates NBD and Action Care. The new partnership is expected to remain active for another two months.

**Kids:**

Description	Indicator	Source	Quantity	Duration	Outcomes start
How would the stakeholder describe the changes?	How would you measure it?	Where did you get the information from?	How much change was there?	How long does it last after end of activity? (Only enter numbers)	Does it start in period of activity (1) or in period after (2)
Additional fun activity for the Kids	Increase in energy levels, interactions and relationships between the Kids	Kids/Coach	22	1	1
The Kids gained new friendships and learned to work in a team		Kids/School			
Kids are more disciplined after the program	Strengthen Kids’s discipline and respect towards their teachers	School/Coach	22	3	1
Kids feel they are role models to their peers	Increase in leadership skills during sports classes	School	22	3	1

The Kids and the school reported that the Ahdaaf program helped them increase their energy levels, gain new friendships and learned to work in a team.



The coach confirmed: “the interaction between the students before this program was limited; they were shy and did not know each other. Now it is getting better and better. The Kids communicate more and interact with each other better. They are fast learners. Some of them are so smart and you can distinguish them. Overall, we are happy to see the group evolving and communicating better.”

After the program, the school observed that the Kids feel a

sense of responsibility now. During the three months, the attitudes of the Kids changes for the better and they became more disciplined and showed respect for their teachers.

The school physical education teacher reported that the first important thing to educate the Kids is discipline, and football skills come after. The reason he feels this way is because football skills are short term skills if they don't practice the. However, discipline and respect remain for a long time.

The school also reported that due to the Ahdaaf program, the Kids showed leadership skills during sports classes.

The parents reported that the sessions took place during the mornings, which is the Kids's free time and the time they usually spend on their homework. And so, the morning sessions took away some of the Kids's studying time.

### Ahdaaf

Description	Indicator	Source	Quantity	Duration	Outcomes start
How would the stakeholder describe the changes?	How would you measure it?	Where did you get the information from?	How much change was there?	How long does it last after end of activity? (Only enter numbers)	Does it start in period of activity (1) or in period after (2)
More business opportunities during dead hours	Increased in business during dead hours	Ahdaaf Admin	10	1	1
Increased media exposure	Increased in media hits	Ahdaaf Admin	1	1	1

Ahdaaf Club reported that this program increased business opportunities for them during the dead hours. They also had an increase in media hits which probably will result into increase in business opportunity for the center.

### Coaches

Description	Indicator	Source	Quantity	Duration	Outcomes start
How would the stakeholder describe the changes?	How would you measure it?	Where did you get the information from?	How much change was there?	How long does it last after end of activity? (Only enter numbers)	Does it start in period of activity (1) or in period after (2)

				<i>numbers)</i>	
Learned new skills on how to deal with Kids in that particular age group	New skills gained on how to deal with an early age group of Kids	Coach	2	5	1
Learned to deal with a more hyper/naughty group					
Good way to fill in the dead hours	Increased engagement towards work	Coach	2	3	1



program lasted for 10 sessions only.

The coach reported that this program was a new experience for him, as this was the first time for him to coach Kids between the ages 9-11. “I learned so much from the Kids. Coaching Kids at a young age is a motivation for me and pushes me to develop their skills and help them achieve their ambitions”.

The coach reported that the period of the Ahdaaf project is very short, yet he accumulated new skills and his engagement towards work increase, however, it may not be for the long term as the

## Action Care

Description	Indicator	Source	Quantity	Duration	Outcomes start
How would the stakeholder describe the changes?	How would you measure it?	Where did you get the information from?	How much change was there?	How long does it last after end of activity? ( <i>Only enter numbers</i> )	Does it start in period of activity (1) or in period after (2)
Strengthens the relationship and partnership with Stakeholders, namely Emirates NBD and the National Schools and developing a relationship with a new partner – Ahdaaf	Build new relationships with new stakeholders	Action Care	3	3	1
Credibility for Action Care for this program was evaluated as 5% by the board	Increased credibility in the market	Action Care	1	1	1
Increase in media Exposure	Increase in	Action Care	1	1	1



	media hits				
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Action care reported that Ahdaaf was a great program and Action Care's primary interest was to help see a good project get off the ground and succeed through any help they could extend. "The supported provided by Action Care staff was done in goodwill and we are happy that the children benefited, the school benefited from this extra-curricular activity" - confirmed Cherryn Kelly General Manager at Action Care.

Action care reported that due to the Ahdaaf program, they managed to build new relationships with new organizations: Emirates NBD and the National Charity School and Ahdaaf club. Action care also reported that their reputation has improved. "Credibility for Action Care for this program was evaluated as 5% by the board" – added Charryn.

### VIII. VALUING THE THINGS THAT MATTER

The SROI methodology places a value on changes for all stakeholders through the use of financial proxies (equivalents). This section describes the financial proxies used for the Impact Map and how these have been developed.



Financial proxies (available in the market place and therefore quantifiable) were selected to provide an appropriate and realistic economic valuation of the outcome for the stakeholder concerned and have been used here to increase and promote wider understanding of the importance of the changes the Ahdaaf program causes for its stakeholders. This can allow these changes to hold greater influence in decision making processes both for Emirates NBD bank and the rest of stakeholders.

Details and sources for all financial proxies are given in the impact map. Most of the financial proxies used were chosen because they were felt to represent the cost of alternative means through which a very similar outcome could be achieved. It should be noted that these are not cost savings but represent the value of the outcome to the stakeholder.

Adapted from the Impact Map, the following table summarizes the Financial Proxy and Total Social Value of each Outcome as well as the source we have consulted to value proxies.

Indicators	Financial Proxy	Total Social Values	Explanation and Source
<b>Emirates NBD</b>			
Increased internal communication and buy-in between departments	The cost of hiring an external training company to conduct workshop to increase interaction and communication	20,000.00	Interview with training companies in Dubai. • In order to increase communication between departments would normally be achieved through trainings conducted by external parties.

	between departments		Looking at the market value of such a practice and through interviewing 3 training companies in the Dubai market, we've managed to average the cost of the trainings to AED20,000. Through this project, we have saved 20,000 and achieved improved communications
Increased internal passion, engagement and commitment about CSR programs	The cost of time and effort spent to develop and conduct an internal session to create awareness about CSR programs.	10,450.00	Interview with CSR Department. Developing and conducting session: To reach increased internal passion and engagement amongst staff, CSR department would have worked on developing an internal session to create awareness about CSR projects and delivering them to the marketing department in a two hour workshop. The value of this practice to be conducted by one staff (18 hours) would cost AED 10,450. Value per one stakeholder is 2612.50; times 4= 10,450
Created new and strengthened external relationships with stakeholders	The cost of organizing a stakeholder engagement meeting	240.00	Interview with the Bank's event management team. Stakeholder engagement meeting: in order to strengthen relationship with stakeholders, CSR would have organized and conducted a stakeholder engagement meeting that would cost. Amount is 100.00 for one stakeholder Calculate time (1875) 15 hours.
Increased media hits	The cost of conducting a social media promotional campaign to reach similar impact	3,040.00	Interview with Social Media team at the bank. Social media promotional campaign: Facebook, twitter, instagram and newspaper cost of promoting an event and reaching the same number of hits
<b>The National Charity School</b>			
Improved relationship and involvement between the parents and school	The cost of organizing an event between the school and 22 parents to improve relationship and involvement	646.8	Interview with school to organize an event between the school and the 22 parents. 30.00Dhs ( is the average cost for one parents) 30.00Dhs *22=646.8Dhs for the events.

The new skills learned by the kids were visible during sports classes	The cost of covering football training sessions for the school coach	6,000.00	Jebel Ali Shooting Club offers training sessions for coaches at the cost of AED 6,000 for 10-14 days
Increased media hits	Excluded for double counting (Emirates NBD impact)	0	The results are similar to the increase in media hits for Emirates NBD
New relationships gained with new stakeholders	The cost of organizing a stakeholder engagement meeting	500.00	Interview with school to organize a stakeholders meeting in order to gain new relationships. The cost for one stakeholder is 250Dhs The stakeholders are Emirates NBD and Ahdaaf. $250*2=500$
<b>Kids</b>			
Increase in energy levels, interactions and relationships between the Kids	The cost of organizing team building activities for the Kids	0	The activity would be part of the Kids's physical education classes
Strengthen Kids's discipline and respect towards their teachers	Excluded for double counting (team building activity)	0	The results are similar to the increase in media hits for Emirates NBD
Increase in leadership skills during sports classes	Excluded for double counting (team building activity)	0	The results are similar to the increase in media hits for Emirates NBD
<b>Ahdaaf</b>			
Increased in business during dead hours	Revenue generated from sessions	7,000	Interview with ENBD/Ahdaaf : in order to increase business. The revenue generated for one session is 700 Dhs. For 10 sessions is $700*10= 7,000$ Drh
Increased in media hits	Excluded for double counting (Emirates NBD impact)	0	The results are similar to the increase in media hits for Emirates NBD
<b>Coaches</b>			
New skills gained on how to deal with an early age group of Kids	The cost of hiring a child psychiatrist to gain skills in dealing with an early age group of kids	1,000	Interview with American Center for Psychiatry in order to gain skills in dealing with an early age group of kids. The cost for one consultation is 500Drh The total for two coach $500*2 = 1,000$ Drh
Increased engagement towards work	The cost of organizing team building activities for the coaches	600	Interview with Hatta Resort. To organize team building activities for the coaches. $500*2 = 1,000$ 40% is dead weighted and so the amount is 600 Dhs

Action Care			
Build new relationships with new stakeholders	The cost of organizing a stakeholder engagement meeting	1,200	Interview with Action Care to organize a stakeholder engagement meeting in order to build relationships with this stakeholders ( National Charity School, Ahdaaf and Enirates NBD) The cost for one stakeholder is 150 Dhs. 8 representatives would be present $150 * 8 = 1,200$
Increased credibility in the market	The cost of organizing a social event that would result into a 5% increase in credibility	1,500	Interview with Action Care: To organize a social event. Increased credibility 5% in the market. 30,000 Dhs is the cost of the event. 95% is dead weighted so the total amount would be 1,500 Dhs
Increase in media hits	Excluded for double counting (Emirates NBD impact)	0	The results are similar to the increase in media hits for Emirates NBD

## IX. ASSESSING IMPACT

### 1. *Avoiding over claiming*

A valuable strength of SROI is that it incorporates procedures specifically intended to allow the impact of an individual organization, with regard to identified outcomes to be considered in isolation.

In abiding with the SROI principle of “*do not over claim*”, we are very conscious of only claiming the end value of outcomes that we are responsible for creating. Upon reflection on the first draft of our analysis, we looked at outcomes from the perspective of “what would have happened anyway”. This enabled us to better focus on not double counting for outcomes that were acting as intermediate rather than full outcomes.

The Ahdaaf program had a unique impact on stakeholders, this area was used to seriously question what else could have provided that impact, where there any negative impact and for how long the impact lasted.

Further details and explanations about avoiding over claiming are in the next table.

- **Deadweight:** Deadweight is the proportion of outcomes that would have been achieved anyway, which in the case of this analysis relates to the positive outcomes without the intervention of the Ahdaaf program
- **Displacement:** Displacement is where positive outcomes are gained at the expense of negative outcomes for others



- **Attribution:** Attribution is where other organizations help create the social outcomes measured in this analysis
- **Drop-off** Drop off is used to measure the impacts that are not sustained

### Calculation of the Total Impact

To calculate the total impact, the financial proxy is multiplied by the quantity of the outcome, less any deadweight, attribution and displacement. These estimates were informed by data from stakeholders who were asked for each outcome:

Adapted from the Impact Map, the following table summarizes the percentages of deadweights, displacements, attributions and drop-offs applied to all the outcomes:

Social Value	Deadweight %	Displacement %	Attribution %	Drop-off %	Impact	Explanation
<b>Emirates NBD</b>						
20,000	20%	0%	10%	80%	14,400.00	Achieving improved communication: Without Ahdaaf, we would only achieve 20 % (deadweight) improvement through normal everyday practices and communication. By CSR and MKT. Displacement: 0% because there are no other activities. Attribution: 10% CSR dept approached MKT team. Drop off 80%
2,612.50	0%	0%	0%	100%	10,450.00	Increasing passion: Deadweight (0%) because nothing naturally is happening e.g. internal emails or intranet articles. Displace (0%). Attribution (0%) because before we did nothing. Drop off is (100%)
100.00	20%	0%	0%	0%	240.00	Connecting with new stakeholders. Deadweight (20%). Displacement (0%). Attribution (0%)
7,600.00	20%	0%	50%	0%	3,040.00	Promotional campaign: Deadweight (20%) naturally social media team covers the projects. Displacement 0% no other activities. Attribution 50% school and Ahdaaf posted on their social media and ENBD reposted
<b>National Charity School</b>						

30.00	2%	0%	0%	0%	646.8	Achieving improved relationship between the parents and school. Without Ahdaaf, we would only achieve 2% (deadweight) because during 6 Months (180 Days) they only meet for 2 days, it is approximate 2%. Displacement: 0% because there are no other activities to displace. Attribution: 0% No other person contributed to the change. Drop off 0%. (Relationship increase from 0% to 100%)
6,000.00	0%	0%	0%	0%	6,000.00	Accumulate skill for the for the school coach. Deadweight 0% because nothing naturally is happening. Displace 0 % because there are no other activities to displace. Attribution 0%
0.00	0%	0%	0%	0%	0.00	Increase in media hits: Excluded for double counting
250.00	0%	0%	0%	70%	500.00	Organizing a stakeholder engagement meeting. Deadweight 0%. Displace 0% because there are no other events to displace. Attribution 0%. Drop off 70%
<b>Kids</b>						
0.00	0%	0%	27%	0%	0.00	Organizing team building activities for the Kids: Deadweight: 0% they can't realize anything without this activity. Displace 0 % they didn't displace other activity. Attribution: 27% because 1100 dhs for 30Hours / the Sport hours in the school 8 Hours. The price for a one hour. 1100drh/30H=36.66Drh/h. For the 8Hours= 239Drh. Attribution: 293Drh/1100Drh*100= 27%. Drop off: 0%.
<b>Ahdaaf</b>						
700.00	0%	0%	0%	0%	7,000.00	Revenue generated from 10 sessions: Deadweight 0% because without this activity they can't generate money.

						Displace 0 % because there are no other activities to displace. Attribution 0% because no other person contributed to the change. Drop off 0%
0.00	0%	0%	0%	0%	0.00	Increase in media hits: Excluded for double counting
<b>Coaches</b>						
500.00	40%	0%	0%	0%	600.00	Achieving improving skills in dealing with an early age group of kids: Deadweight: He would achieve 40% without this activity because he used a general experience. Displace 0 % because there are no other activities to displace. Attribution 0% because no other person contributed to the change. Drop off 0%
500.00	40%	0%	0%	0%	600.00	Achieving increasing their engagement, passion and team building: Deadweight: He would achieve 40% without this activity because Ahdaaf program has contributed 60%. Displace 0 %. Attribution 0%. Drop off 0%
<b>Action Care</b>						
150.00	0%	0%	0%	0%	1,200.00	Build new relationships with new stakeholders: Deadweight 0%. Displace 0 % they didn't displace other activity. Attribution 0%. Drop off 0%.
30,000.00	95%	0%	0%	0%	1,500.00	Increased credibility in the market: Deadweight: they would have achieved 95% without this activity because Ahdaaf contributed 5% credibility. Displace 0 % they didn't have anything to displace. Attribution 0%: of the 5% credibility. Drop off 0%.
0.00	0%	0%	0%	0%	0.00	Increase in media hits: Excluded for double counting

## 2. *Avoiding double counting*

In respect of the importance of avoiding double counting outcomes, the following points have been reviewed: Outcomes relating to social media impact have been judged to be benefiting other stakeholders and as such, have not been counted twice.

The following factor relating to the change that has been found to have taken place for the Ahdaaf program participants was considered to potentially result in the same outcome being counted on more than one occasion and thereby presenting an inaccurate picture.

- Increased media hits
- Team building for the Kids

## X. SOCIAL RETURN CALCULATION

### 1. *Calculating the SROI*

The social return ratio is calculated in a number of steps. First, the value of the each outcome is calculated using the following equation: financial proxy multiplied by quantity minus deadweight and attribution. These values are then summed, giving the total special value created by the end of the period of analysis.

However, all outcomes in this analysis are expected to last beyond the activities. The value of the change in future years is projected using the estimation of duration and drop-off. The value over all the projected years is then totaled and discounted to take account of the fact that the monetary value used may be worth less in the future.

A discount rate of 3.5% (as recommended for the public sector in the UAE) was used to estimate the present value.

The social return can then be expressed as a ratio of present value divided by inputs.

To calculate the added social value created by the Ahdaaf program, the following calculation is undertaken:

$$\begin{aligned}
 &= (\text{Present value of benefits}) - (\text{present value of investments}) \\
 &= 107,377.95 - 54,339.50 \\
 &= \text{AED } 53,038.45 \text{ (Present Value)}
 \end{aligned}$$

### The Net Present Value

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Total</b>	46,176.80	46,176.80	8,550.00	8,400.00	600.00	600.00
<b>Present Value (PV)/ year</b>	46,176.80	44,615.27	7,981.52	7,576.32	522.87	505.18
<b>Total Present Value</b>						107,377.95
<b>Net Present Value (PV – Investment)</b>						53,038.45



## SROI Calculation

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

The Net Present Value (PV): Present Value / Value of Input

In the case of Ahdaaf the following figures were used to calculate the social return on investment:

The Net Present Value (PV) is AED 53,038.45

The Total Investment figure in the same period to generate this value is AED 54,339.50

The SROI ratio is calculated by dividing the net present value by the investment. Therefore, the social return from investing in the Ahdaaf program is predicted to be **AED 1.98 for every AED 1 invested.**

## XI. VERIFYING THE RESULT

### 1. Sensitivity Analysis:

Because the SROI ratio has been derived on the basis of several different assumptions and rationale, it is necessary to assess the extent to which this ratio would change in the event where the assumptions / rationale have changed.

For purposes of this report, a sensitivity analysis will be undertaken to test the following assumptions:

Area of impact on final figure	Variable adjusted	Previous level	Adjusted level	Final SROI figure	% impact on SROI figure
Drop off	Dropping of the value of the cost of hiring an external training company to conduct a workshop to increase interaction and communication between departments	80%	20%	1.93	0%
Duration	Increase in energy level in kids	1	5	1.93	0%
Deadweight	Increase in credibility for action care	95%	75%	2.19	+13.47%
Attribution	We attributed 80% to other factors that will add new skills for the coaches on how to deal with Kids of a young age	0%	80%	1.93	0%

The sensitivity analysis reveals that in general, the Ahdaaf program is relatively robust when sensitivity analysis is applied. In most cases when the variables are changed the ratio remains above 1:58

The SROI interval is **[1.93: 2.19]** for every AED1 invested.

## **XII. STAKEHOLDER REVIEW**



Verification of the results is an important part of the SROI process. Our approach to verification has involved sharing the report in order to receive feedback from key stakeholders involved in the Ahdaaf program on how effective they feel the analysis has been.

This SROI analysis of the Ahdaaf program was presented at first to Emirates NBD CSR department in order to get instant feedback. Emirates NBD noted the value of the report in gaining a greater understanding of the impact of Ahdaaf and agreed to:

- Integrate the SROI mechanism into Emirates NBD CSR department.
- Support conducting a second SROI analysis for another CSR program.
- Develop an action plan to implement the recommendations in the report during the upcoming edition of the Ahdaaf program.

The report was also shared with Action care, National Charity School.

## **XIII. RECOMMENDATIONS**

- The program could be longer – at least 10 weeks
- The program would be more ideal during the holidays
- The age group is young; a slightly older group would be better
- The program should focus on behavioral skills and discipline, not only football skills
- Parents should be more involved in the program
- Emirates NBD social media team should work closely with Ahdaaf club social media team in order to produce cohesive news
- The talented Kids should be given an opportunity to join the program

## APPENDICES

**Table 1: Inventory and Audit Trail**

The table indicates the decisions taken on whether to include or exclude stakeholders based on the relevance of the intervention to the stakeholder as well as the significance of the change they experience as part of the Ahdaaf program.

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

<i>Stakeholders</i>	<i>Materiality</i>	<i>Rationale behind inclusion and exclusion</i>
<b>Emirates NBD</b>	<b>Included</b>	Emirates NBD were included as stakeholders because they are the financial sponsors of the program and initiated it.
<b>National Charity School</b>	<b>Included</b>	The National Charity School was included as stakeholders because the Kids involved in the program are students at the NC School. The Kids and the staff were involved and affected by the program.
<b>Kids</b>	<b>Included</b>	The Kids were included because they were the primary stakeholder that had the main impact
<b>Ahdaaf Club</b>	<b>Included</b>	Ahdaaf Club provided the space and the coaches and the resulted reflected on them as stakeholders.
<b>Coaches</b>	<b>Included</b>	The coaches conducted the training and were fully involved in the program
<b>Action Care</b>	<b>Included</b>	Action Care provided guidance and support throughout the program
<b>Other Kids in the School</b>	<b>Excluded</b>	There was no apparent effect on the other Kids at the school
<b>Media</b>	<b>Excluded</b>	The media were excluded because we saw no apparent effect on them
<b>Parents</b>	<b>Excluded</b>	There was not a change on the parents after the program, and so they were excluded
<b>Community at large</b>	<b>Excluded</b>	There was no visible affect on the community at large

### **Appendices 2: Questionnaires:**

The questionnaire was based on the SROI impact map through asking leading questions to fill up the document and capture the change. The questions and areas explored during consultation were different for different stakeholders:

#### **Action Care**

1. How do you describe the impact of Ahdaaf program on Action care?

2. Are there other programs contributing to this change? If yes, please describe them
3. What is your goal towards Ahdaaf program?
4. Is this program aligned with the goals of the Action care?
5. What is the advantage to Action Care?
6. Has the image of Action Care improved?
7. For how long do you think that the reputation of Action Care will remain after Ahdaaf program?
8. How important is this activity for you as Action Care? (Please rate from “0 to 5” knowing 5 is the greatest).

### **Ahdaaf Admin**

1. What was the impact of the ENBD program on Ahdaaf?
2. How important is this activity to you as Ahdaaf? (Please rate from “0 to 5” knowing 5 is the greatest).
3. Has the image of Ahdaaf improved?
4. What is your goal out of this program?
5. What are the benefit and/or cost of your involvement in this program?
6. What’s your responsibility as Ahdaaf staff?
7. What could you have done without Ahdaaf to fill your dead hours? What could have been your plan to fill your dead hours without Ahdaaf?
8. What could have been your second plan to fill your dead hours?
9. Did Ahdaaf displace any other program?
10. Do you think other programs have been involved in this change?
11. Do you think that the reputation of Ahdaaf will remain after this program?

### **Coaches**

1. How do you describe the change for you during the Ahdaaf program?
2. Do you feel comfortable to coach kids?
3. What motivates you when you coach kids?
4. Do you feel there have been some changes in your job?
5. How important is this program for you? (Please rate from “0 to 5” knowing 5 is the greatest).
6. How was the interaction between the students before the program and when/after the program started?
7. What is the advantage for you? (skills , experiences and reputation)
8. Had you been able to realize this change without Adhaaf?
9. What activity did Ahdaaf displace for you at these dead hours?
10. Are there other programs that you coach here who have contributed to this change? If yes, please state their names.
11. Will this change remain after closure of the Ahdaaf program?

### **Kids**

1. How was the relationship between you and your friends before the Ahdaaf program?

2. How is the relationship between you and your friends now?
3. Do you like being here? Why do you? What is special in being here at Ahdaaf?
4. What do you do in your free time, your hobby?
5. Do you like playing football?
  - Do you like being at Ahdaaf or playing video games?
  - Do you like being at Ahdaaf or studying?
  - Do you like studying or playing video games?
  - Do you like being at Ahdaaf or watching TV?
  - Do you like watching TV or playing video games?
6. What do you usually do before coming to Ahdaaf?
7. Did you participate in other activities before coming to Ahdaaf?
8. What motivates you when you play football?
9. What could have been your feeling if we didn't bring you here today?
11. What are the activities that usually make you happy?
12. Will you remain to be happy (excited ,etc) if we stop Ahdaaf?

### **National Charity School**

1. How do you describe the change for the kids during the Ahdaaf program?
2. How was the relationship between the kids before Ahdaaf program?
3. How is the relationship between the kids after Ahdaaf program?
4. What programs do you usually run to increase the interaction between the kids?
5. What were you used to do to improve the interaction between the kids?
6. How important is this activity for the school? ((please rate from "0 to 5" knowing 5 is the greatest)
7. How do you describe the change for the school during the Ahdaaf program?
8. Are there other programs which have contributed to this change? If yes, please provide more details.
9. Are the Kids now more disciplined and more focused in their studies?
10. Has the image of your school improved?
11. For how long do you think the impact of Ahdaaf on the school will remain?
12. What is your responsibility towards the kids as a School?
13. Do you feel that Ahdaaf has helped to ease the work for the school towards the kids?
14. What was the impact of Ahdaaf on the rest of the kids?
15. Is this program aligned with the goals of the school?
16. Did your school participate in other activities before the Ahdaaf program?
17. Did the school have to choose between different activities to reach this impact?

### **Parents**

1. What is the advantage for you as a parent to send your kid to such a program?
2. Do you have more free time?
3. How does your kid get prepared whenever he has an Ahdaaf session?
4. Does your kid share information about his time at Ahdaaf at home? What does he tell about it?



5. After seeing your kids being part of Ahdaaf, can you notice any change in their behavior, attitude, discipline, energy or others ....? Please share details.
6. How was the relationship between you and your kid before Ahdaaf program?
7. How is the relationship between you and your kid after Ahdaaf program
8. How important is this activity for you as a parent? (Please rate from “0 to 5” knowing 5 is the greatest).
9. Do you prefer that your kid continue being part of such a program?
10. Since you’ve noticed some change into his behavior (Tell the change as interviewer), do you think that Ahdaaf is the only contributor to this change?
11. Are there other people/programs that helped your kid to change this way?

### ***Appendices 3: Ahdaaf’s Impact Map***

