



**TKIYET UM ALI**  
FOOD FOR LIFE

# Forecast SROI Analysis

## House Renovation Program with Tkiyet Um Ali



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## INTERNATIONAL

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## Executive Summary

Jordan, home to several refugee camps, is facing a resource crisis during the last ten years. In an already resource-poor, food-deficient country, the influx of Syrian refugees, accounting for almost 10% of Jordan's population has added great pressure to the economy. Consequently, one of the biggest problems facing Jordan today is finding a way to feed its swelling population and secure a safe and healthy shelter for families (Rotsky, 2016).

One of the main local NGOs, which made significant strides towards alleviating hunger in Jordan is Tkiyet Um Ali (TUA). It was established in 2003 to represent the first initiative of its kind in the Arab World that seeks to eradicate hunger. TUA has established a comprehensive database of more than 54,000 poor families in Jordan to identify their situation and specify their needs. Accordingly, and besides their flagship "Feeding Program", other programs have been introduced that aim at enhancing the living standards of these families. One of the most impactful and successful programs is the "House Renovation" program.

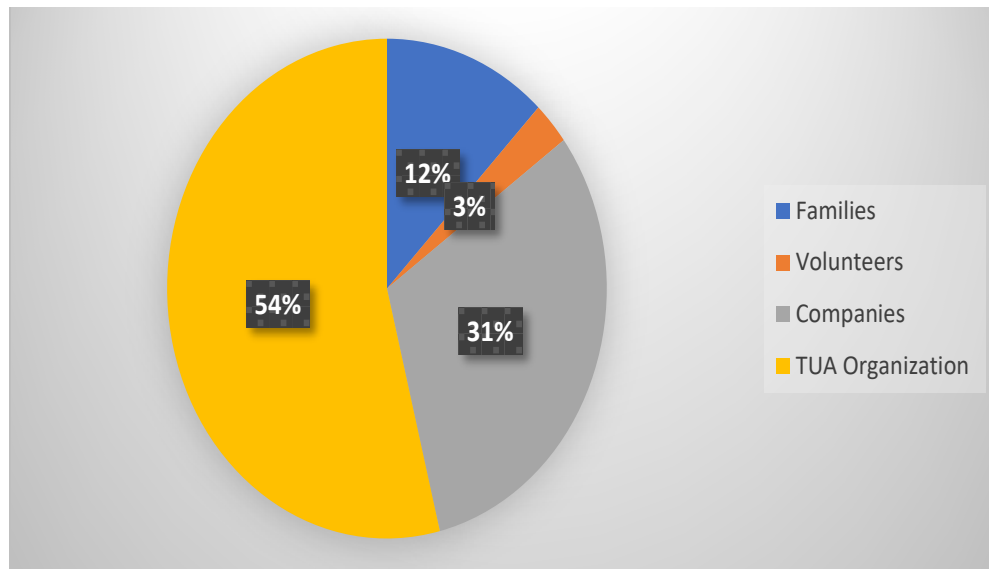
TUA believes that the success of the House Renovation program is achieved through creating strong partnerships with other local organizations and private sector companies. This forecast SROI study has been prepared to enable TUA understand the real social value of this program; not only on poor families, but also on supporting companies, local organizations and employees.

SROI is about value, rather than money. Through holding this analysis, I tried to create a story about change for several stakeholders, on which TUA can base their decisions on investments and encourage companies to partner with them, not only for the House Renovation program, but also for other similar programs that they implement.

Four stakeholder groups were identified as having experienced material changes, these stakeholders are: poor families (which are the main beneficiary group), supporting companies who sponsored the program, volunteers and TUA Organization. These stakeholders were approached using several methodologies including phone interviews, face to face interviews, online research and brainstorming/consultation meetings with TUA management team. The most effective methodology was the visits held to the four targeted poor families' houses, where I had the chance to meet and talk to family members, understand real changes that took place and see value created.

This analysis includes case studies, qualitative, quantitative and financial information. It revealed that for every JOD 1 invested in this program, around JOD 2.03 of social value is created. The below diagram illustrates the percentage of values created for each stakeholder group, noting that TUA got the highest value, followed by sponsoring companies, then poor families and volunteers respectively. Further analysis on these findings are outlined throughout the report.

**Diagram 1: Social Value for Each Stakeholder Group**



Conducting this analysis was a comprehensive, challenging, and informative learning experience. It added so much to my knowledge and built up my skills. I am glad that I collaborated with TUA and Social Value as am sure it will support their programs and benefit more families in the future.

Enjoy the reading!

## 1. Introduction

As of June 2015, Jordan hosts almost 630,000 registered Syrian refugees, the equivalent of some 10% of its population. One aspect that is increasingly impacting refugees and Jordanian communities alike is the lack of available and habitable housing; houses available are often not adequate, affordable or secure (Norwegian Refugee Council, 2015), and families can't afford renovating them due to the fact that they live in extreme poverty level. In rural areas, families tend to have many children and live in small two-room houses. It is not uncommon for 12 to 15 family members to share a small two-room house (Anon, 2012)

Common issues encountered include:

- Lack of privacy which increases family tension and makes it difficult for children to sleep and study.
- Struggle to cook in makeshift kitchens with dirt floors.
- Lack of proper food storage cabinets, making pests and rodents are a constant challenge.
- Unsanitary toilet facilities bring contributing to the spread of diseases.

Recently, few organizations are focusing on renovating houses due to the increasing health, emotional and social problems arising as a result of the above-mentioned problems. Tkiyet Um Ali (TUA) is one of the main local organizations that focuses on eradicating hunger in the Kingdom and enhancing poor families' living standards. The House Renovation program, which was launched in 2016, aims at renovating unprivileged families' houses and eventually supporting them to focus on their own progress, development and secure other basic needs.





Holding a forecast SROI analysis for the House Renovation program would help TUA assess and measure the real value created for several stakeholder groups. Following are the main report objectives.

### 1.1 Report objective

- This forecast analysis will be a vital tool to identify relevant indicators that will be used to measure the success and impact of the House Renovation program on the local community.
- To generate the impact map for TUA that will help them make the right decisions about investing in this program and other similar programs.
- To encourage companies and donors to support this program and choose a proper CSR program that has a real impact in the community and employees.
- To get further investment and support needed for TUA to grow their pool of volunteers and beneficiaries.
- To make a forecast as a base for identifying changes necessary to sustain and improve TUA's social work.

It is also important to note that at all times of holding the TUA forecast SROI analysis, we apply the seven SROI Principles which are:

1. Involve Stakeholders
2. Understand What Changes
3. Value the Things that Matter
4. Only Include what is Material
5. Do not Over Claim
6. Be Transparent
7. Verify the Result

## 2. TUA Role in the Community

Tkiyet Um Ali (TUA) was founded in 2003 by Her Royal Highness Princess Haya Bint Al-Hussein to represent the first initiative of its kind in the Arab World that seeks to eradicate hunger. TUA is also considered the first Non-Governmental Organization (NGO) to provide sustainable food support through distributing food parcels and serving hot meals, in addition to providing humanitarian food aid to Jordan's underprivileged.

The headquarters of TUA is located in the heart of Jordan's capital, Amman. It started its operations with a clear vision and a dedicated goal, mainly eradicating hunger through its various food aid programs and meeting nutritional needs of households living in extreme poverty.

### 2.1 Vision, Mission and Goals

#### **TUA Vision**

*Towards a hunger free Jordan*

#### **TUA Mission**

“A humanitarian organization combating hunger and malnutrition by delivering donor support to the poorest citizens through sustainable, healthy food program in accordance to scientific methodologies and Islamic Sharia’. In addition to building local, regional and international partnerships to coordinate efforts in this field and build awareness about hunger for an active and food for life.”

#### **TUA Goals:**

- Eradicating Hunger and playing a key role in achieving food security in Jordan.
- Providing the required finance to Tkiyet Um Alis programs through various donation tools, and sustainable financing resources.
- Increasing awareness about hunger eradication and gain support to its efforts through awareness and other seasonal campaigns in addition to the role of its goodwill ambassadors in Jordan and the region.
- Creating Partnerships with civil society organizations, private and public sectors to enhance the efforts in eradicating hunger.



## 2.2 TUA and Poverty Alleviation

TUA implements seven main programs, which all aim to eradicate poverty in Jordan. These programs include:

1. **Monthly Feeding Program:** The “Monthly Sustainable Food Aid Program for Families Living in Extreme Poverty” and the “Daily Hot Meals” are programs that look at providing food parcels and hot meals poor families.
2. **Communications Programs:** TUA ensures to innovate on efficient communication tools designed to reach out to all stakeholders of difference age groups, locations and backgrounds to raise public awareness on the hunger problem in the community.
3. **Fundraising Program:** TUA depends on donations to guarantee the sustainability of Food Aid Programs. TUA does not deduct any amount from the donations received for its administrative cost.
4. **Operations-Warehouses-Monitoring and Evaluation:** TUA operates on daily basis and throughout the year, receiving donations, assessing households, preparing and distributing food parcels, to guarantee distributing food items to all deserved families.
5. **Household Assessment Program:** TUA follows strict standards and accurate procedures to identify families living in extreme poverty, thus providing them with sustainable food aid.
6. **Partnership Programs:** TUA has signed partnership agreements with various international and local institutions to reach out to all target groups. TUA has also partnered with international organizations, community-based organizations, private sector and educational institutions and the media.
7. **Volunteering Programs:** Nine volunteering programs are implemented with the objective of engaging people with the local community.

## 2.3 TUA's House Renovation Program

TUA follows comprehensive criteria and accurate procedures to identify the neediest families living in extreme poverty conditions to benefit from their programs.

During the year, TUA partnered with five private sector companies and was able to renovate a total of 12 houses located at six different governorates. These companies were approached by TUA at the beginning of the year 2016 to explain the objectives of the program. Interested companies adopted the program as part of their CSR initiatives as it includes great support to the local community and direct engagement of employees through several volunteering activities. After selecting the families by TUA's Social Research Department<sup>1</sup>, the supporting companies can either identify a third-party contractor to assess, plan and implement the renovation process or they can depend on their technical employees to volunteer and lead the renovation process. TUA also organizes volunteering activities with companies, highlighting number of volunteers needed, tasks required and timeframe. Once all volunteering activities are implemented, assessment visits are held after finalizing the project to monitor the situation

A total of 52 family members benefited from the program and 48 employees from the supporting companies volunteered to renovate the old houses.



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<sup>1</sup> This department is responsible for keeping the database for all poor families and ensures to study and assess their needs and situation regularly to keep an updated status of current and potential beneficiary families.

## 3. SROI and Scope of Analysis

### 3.1 What is SROI

SROI is an approach to understand and manage the changes and impacts of a project, organization or policy. It measures change in ways that are relevant to the people or organizations that experience or contribute to it. It tells the story of how change is being created by measuring social, environmental and economic outcomes and uses monetary values to represent them (Social Value UK, 2015).

SROI seeks to reduce inequality and environmental degradation and improve wellbeing by incorporating social, environmental and economic costs and benefits. SROI is a principle based methodology. The principles, a Cabinet Office sponsored Guide to SROI and further information are available at (Social Value UK, 2015). This analysis has been carried to the standard approach.

### 3.2 Scope of the Report

Several meetings and brainstorming sessions with managers at TUA were held to identify the scope of the report. These meetings concluded that the time has come to assess the social value of a pilot project that does not only focus on feeding poor families. They want to know if investing in other programs will achieve the same social impact on the local community and support families in need. It was also agreed to mention the results of the SROI analysis within TUA' Annual Report, which is published online on their website and distributed to all their partners, donors and shareholders. Also, this analysis will be used in future proposals to highlight the value of this program to potential donors and supporters.

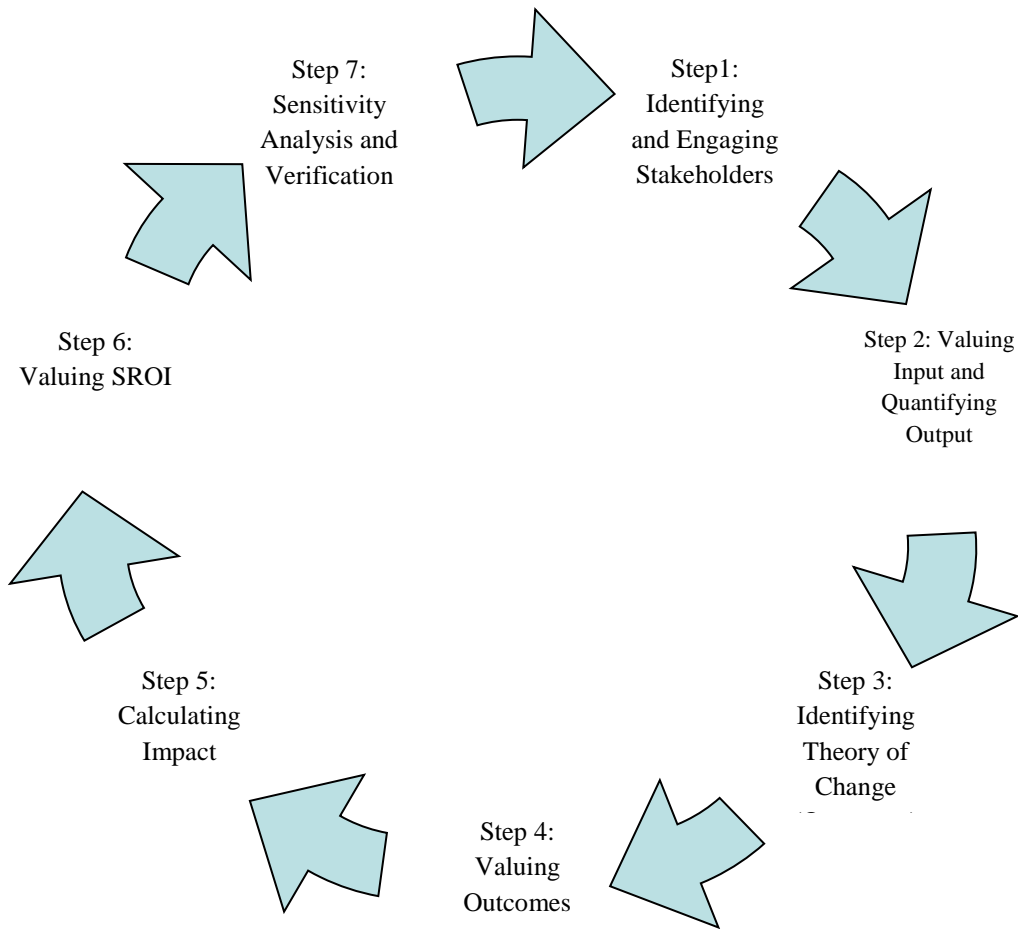
To implement the analysis, I will be collaborating with three of TUA employees, whom are mainly involved in the House Renovation program. One of the employees is working at the Social Research Department as the Head of Events, and the other is working at the Communications and PR Department as the Head of Volunteers Division and the last also works at the same department. Moreover, the Director General of TUA reviewed the report on regular basis to ensure the accuracy of information. As there were no funding specified for this project, with limited resources and timeframe, I will be focusing on only the House Renovation program, with a plan to consider other pilot projects in future years.

The scope of the report will include the whole process of implementing the house renovation programs, which is detailed on page (10) and briefed below in the following points:

- TUA sends sponsorship proposals to potential donor companies.
- Interested companies contact TUA to adopt this program as part of their CSR initiatives.
- TUA, through its Social Research Department nominates the beneficiary families and shares their profile with companies for their approval.

- Once companies approve on the adopted families, TUA team organize the volunteering activities and other initiatives entailed.
- Activities are implemented and continuous monitoring and engagement take place.

To complete this analysis and prepare the report, the following steps were followed, which are outlined throughout the document:



### 3.3 Timeframe of the Analysis

This report highlights the impact of the House Renovation Program on relevant stakeholders since its inception in January 2016 till May 2017.

### 3.4 Primary Beneficiaries

In line with TUA's objective of alleviating poverty in the Kingdom and enhance the living standards of poor families, they are considered as the primary beneficiary group.

With a loud welcoming voice, Um Malik, with her two young daughters and son welcomed us in front of her house. She welcomed us with prayers and praises for changing her life forever, as she explained. Um Malik fell off two times during her way to and from her house as the entrance was very slippery which caused additional financial and health burdens.

When asking her about the program, she described volunteers as angels and the work done as a life changing. *“NOW, I can cook using TUA food parcels in my kitchen very safely without being afraid from water to drop from the sealing and cause any electrical problem.”* She added, *“my daughters are happy, they can use the bathroom easily and take a shower like never before. I will always pray for that volunteer who mended the ground and built up the stairs to ease my accessibility to and from my house. Thanks TUA and thanks to all volunteers”* Um Malik.



#### 4. Step One: Identifying and Engaging Stakeholders

Successful stakeholder engagement requires proper identification of main material stakeholder groups; those include people or organizations that impact or are impacted by the House Renovation program. Therefore, throughout my research and data collection and analysis, regular consultations were made to ensure proper stakeholder identification and involvement, as this would strongly influence the final findings, accuracy and quality of the report.

##### 4.1 Stakeholders Identification

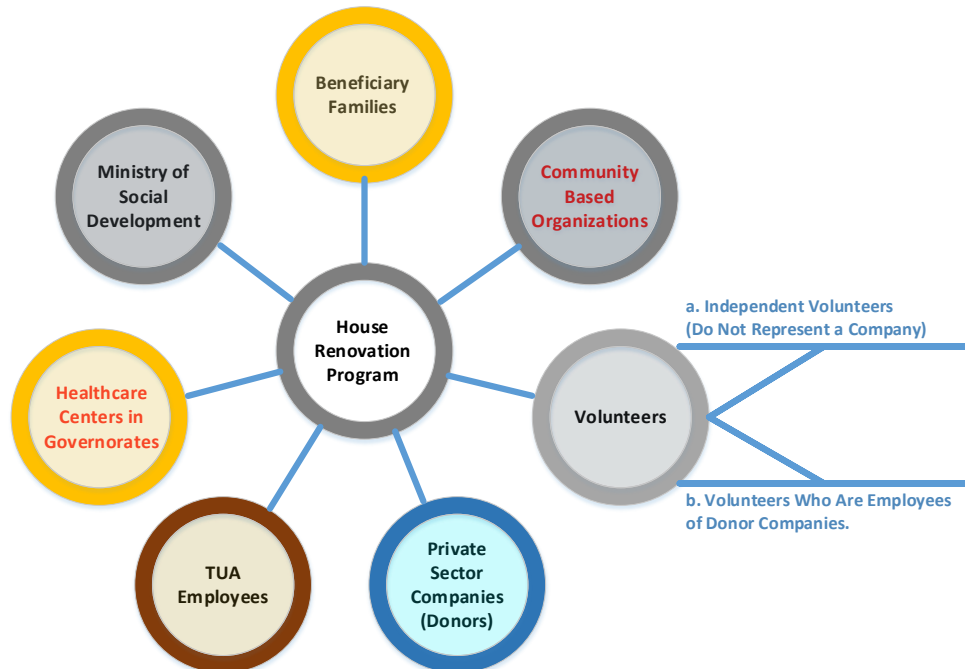
The first step was to identify direct stakeholder groups versus indirect ones, and then focus on the ones that have direct influence.

Stakeholder Identification went through several stages:

##### 4.1.1 Stage one: Initial Stakeholder Identification

Initially, consultations were made with TUA employees and the Director General to identify main and most material stakeholder groups based on analyzing the whole process of the House Renovation program outlined on page (12). The following stakeholder groups were identified at this stage:

**Diagram 2: Initial group of Stakeholders Groups**



It is important to note that these groups have been modified later throughout the report after meeting and engaging with all stakeholders, as some were seen as not material and other groups were found material. Please check sections below.



### 4.1.2 Stage Two: In-depth Stakeholder Identification

This stage of stakeholder identification took place during my on-site engagement with the initial group of stakeholders, outlined above; where I asked each stakeholder that I met to recommend people or organizations involved in this program from his/her point of view. I then analyzed if those newly recommended groups can be considered as material or not for our analysis. Newly introduced stakeholders are:

- **Volunteers' Family Members and Friends**
- **Third-party Contractors**

In addition, and based on the in-depth engagement with poor families, sub-groups were identified for family members based on their age groups. Details area outlined in the section below.

## 4.2 Stakeholder Description

This section provides explanation of each stakeholder identified and mentioned above.

**4.2.1 Poor “Beneficiary” Families:** Those are families that were screened through a specialized team from TUA and found living under poverty line. TUA follows the below criteria to identify needy families:

- Families with a net monthly income of around \$28 per capita or below
- Families that do not own any kind of real estate
- Families that do not have members over 18 years old who can be employed and are not working unless they are receiving their education
- Families that meet TUA criteria are generally those of elderly, persons with special needs, individuals suffering chronic diseases, divorced and widowed women, children and orphans.

As mentioned above, and based on the in-depth research, and after discussing the families' structures with TUA employees, it was noted that identifying sub-groups for family members will ensure more accurate outcomes and calculations of impacts. Therefore, three subgroups for families are identified:

- a) Parents (mother and father)
- b) Children (kids from 0 – 10 years old)
- c) Youth (adults from 11 – 20+ years old)

**4.2.2 Volunteers:** The House Renovation program is a volunteering program that depends on volunteers' engagement and participation. After engaging with TUA employees, they noted that there are two subgroups of volunteers:

1. **Company Volunteers:** Most companies engaged their employees to volunteer to renovate the house(s) that they supported. Only one company thought that house

renovations might not be suitable for volunteering as it includes many technical issues that only specialized personnel and technicians can do properly.

**2. Independent volunteers:** Those are individuals who volunteer regularly with TUA and do not belong or represent a specific organization or company. They were approached by TUA when a company couldn't secure the required number of volunteers to complete the renovation process.



**4.2.3 Private Sector Companies:** Those are companies whom were approached by TUA with a full proposal to sponsor the program and cover the renovation expenses of some houses. Interested companies adopted this program as part of their CSR initiatives. Also, companies engaged their employees to volunteer to do the renovation work.

**4.2.4 TUA Organization:** TUA is responsible of planning, organizing and implementing the house renovation program. It makes sure to identify most needy families to benefit from this program, approach companies that can support and provide funding for the program, and engage corporate and independent volunteers to help in renovating houses. As mentioned before in point 4.2.1, TUA follows comprehensive criteria to choose most needy families and ensures that all volunteering activities are implemented properly.

**4.2.4 Contractors:** The technical part of the project can be managed and monitored by third-party contractors or technician employees whom have the know-how and the experience in building, painting, mending electrical problems and other tasks needed for the renovation process.

**4.2.5 Ministry of Social Development:** The Ministry of Social Development leads the social work in its official and national sectors, assisted by local organizations (such as TUA and other NGOs) that play a critical role in the field of social services. The Directorate of Poverty Monitoring and the National Aid Fund (NAF) (which fall under the Ministry's umbrella) aim at collecting data

regarding poverty pockets and targeted groups, dealing with contingent and urgent poverty cases, collecting data regarding poverty problems, proposing programs, providing recurring or contingency financial aid, providing employment by way of vocational or physical rehabilitation, carrying out scientific research and field studies to assess poverty problems (<https://jordan.gov.jo>).

**4.2.6 HealthCare Center:** These are public healthcare centers operated by the Ministry of Health and located at rural areas in all governorates. They are responsible for handling and dealing with health-related issues that appear at their desired areas.

**4.2.7 Volunteers' Families and Friends:** While interviewing volunteers, and due to their successful experience in volunteering with TUA, and their believe in TUA's role in changing the lives of poor families, it was noted that volunteers have impacted their family members and friends through encouraging them to volunteer and participate in TUA's volunteering activities and to donate to support its programs.



**4.2.8 Local Community Based Organizations (CBOs):** After meeting with employees from TUA and the Director General, they mentioned that local CBOs, which fall under the umbrella of the Ministry of Social Development, supported TUA in the initial stages of identifying needy families. These CBOs provided initial data with a list of recommended families that fall under poverty line. TUA then approaches these families to confirm the information provided by the CBOs and make sure that these families' circumstances and situations match with TUA's criteria (see page 15).

### **4.3 Materiality Analysis for Stakeholder Groups**

This section provides an explanation for each stakeholder group identified, which impacts or is impacted by the House Renovation program activities from the economic or social perspectives,

and why they are considered as primarily material or not material. Appendix 1 and the table below highlights a clear explanation of materiality analysis for each stakeholder group.

**Table 1: Materiality Analysis for each stakeholder group**

Stakeholder	Material/Not Material	Included / Not Included in the Report
Poor Families	TUA’s mission is to eradicate hunger in the Kingdom through providing food parcels to families living in extreme poverty conditions. As noted in Appendix 1, poor families highly impact and are highly impacted by TUA’s current and future social and economic performances. Therefore, and as noted in page (13), poor families’ members are considered one of the main <b><u>material</u></b> stakeholder groups.	<b><u>Included</u></b>
Volunteers	House Renovation is a volunteering program; volunteers were engaged from the first step of visiting the houses and doing the actual work of painting, refurbishing walls, mending windows and doors, and other tasks depending on the needs of each house. This was implemented totally under the supervision of technical employees, incorporating health and safety measures. It is important to note that volunteering programs became one of the main fundraising activities for TUA, as it will raise volunteers’ awareness and sense of responsibility towards the community, and at the same time enhance their belief in TUA’s role in the community. Accordingly, volunteers and as noted in Appendix 1, highly impact and are impacted by TUA’s current and future social and economic performances and considered as <b><u>material</u></b> stakeholders group.	<p>a) <b>Company volunteers: <u>Included</u></b></p> <p>b) <b><sup>2</sup>Independent Volunteers: <u>Not Included</u></b> due to limited resources and the fact that the researcher lives in another country, independent volunteers couldn’t be interviewed. However, and as TUA keeps a good record of their independent volunteers, they will be included in future <b>Evaluative</b> report and engage with them through face to face interviews.</p>
Private	Funding the House Renovation program can only be	<b><u>Included</u></b>

<sup>2</sup>Note: It was assumed during data gathering process that both types of volunteers would have the same outcomes. However, and after consultations with TUA and my report assessor from SROI, it was found that samples from each type of volunteers should be interviewed and engaged to avoid any risk of having different inputs, outputs and outcomes. Therefore, and as the researcher accommodates in another country, it was difficult to re-engage or meet or interview any independent volunteer at a later stage. However, they should be engaged in future **evaluative** researches to include all material stakeholder groups and consider their outcomes. This can be done in collaboration with TUA employees where they can provide the researcher with all required data to access both types of volunteers.

Sector Companies	secured from private sector companies, whom partner with TUA to implement this program. Therefore, and as noted in Appendix 1, companies impact and are impacted by TUA’s current and future social and economic performances and are considered as <b><u>material</u></b> stakeholders group.	
TUA Organization	TUA is the organization that established this program and is responsible for the continual management, planning and organizing all its activities and the stakeholders involved. Therefore, TUA and its employees are considered as one of the most material stakeholder group.	<b><u>Included</u></b>
Contractors	After engaging with all private sector companies, only one company collaborated with a third-party contractor; the other companies engaged technicians, whom were anyway employees at these companies and volunteered to lead the renovation process. Based on the above, and as noted in Appendix 1, Contractors do not impact and are not impacted by TUA’s current and future social and economic performances, as such programs can be implemented without their engagement. Therefore, they are seen as <b><u>not material</u></b> .	<b><u>Not included</u></b>
Ministry of Social Development	During my interviews with employees from TUA, and based on the online research, it was noted that TUA collaborates with the National Aid Fund (NAF) only during the initial stage of the families’ selection process, where a list of recommended needy families is provided to TUA to analyze their financial and social situations. TUA, through its Social Research Department, holds two levels of analysis for these families: online analysis and on-site analysis. The online analysis aims to assess if those families meet TUA’s criteria, focusing on the families’ net monthly income per person, real-estate ownership, existence of any employed member(s) over 18 years, having widows, orphans, divorced or special needs members within the family,..etc (see page 15). Based on the online-analysis, TUA forms a new list of families, who meet their criteria, and are eligible for field visits to assess their situation on-site. A group of social researchers from TUA visit each family and meet all its members to ensure that information provided is accurate. Finally, and	As the Ministry’s involvement in this project is seen as minimal and limited to the first stage of families’ selection process, it is <b><u>not included</u></b> in the report.

	<p>based on these two levels of assessment, TUA chooses the final list of beneficiary families to benefit from the house renovation program and other feeding programs. Based on the above, and after consultations with TUA employees, they clearly noted that the Ministry of Social Development’s contribution is only limited to providing the very initial list of families, and that they do not have any other contributions or efforts in house renovations in the country, and hence, their involvement in this project is seen as minimal and therefore they are seen as <b>not material</b> at this stage.</p>	
<p><b>Healthcare Centers</b></p>	<p>Engaging with families has revealed that their visits to healthcare centers have been reduced as a result of renovating their houses. This fact is considered as one of the main evidence for us to consider these centers as material. However, and after consultations with several stakeholders including TUA employees and companies, and based on the online research, it was clear that these centers do not keep records for the visits made for each family and also, they might consider their information as a top confidential. Therefore, and although they might be impacted by TUA’s social and economic performances in terms of reducing number of patients visiting the centers, they will not impact TUA’s current or future social and economic performance and they are considered as <b>not material</b> (see Appendix 1)</p>	<p><b><u>Not included</u></b></p>
<p><b>Volunteers’ family members and friends</b></p>	<p>Some of the volunteers’ family members and friends participated in volunteering activities and have made some donations to TUA’s programs after receiving the positive feedback from the volunteers. Therefore, and after contacting the volunteers who mentioned that their friends and families were engaged, it was noted that only 3 members from the volunteers’ families and friends contributed directly to other programs of TUA (mainly, volunteering during the wholly month of Ramadan and adopting families through the Monthly Feeding Program). Therefore, and as those members do not have direct inputs, outputs or outcomes to the house renovation program,, they are considered as <b>not <u>material</u></b> stakeholder group for this program. However, these groups can be</p>	<p>As this group of stakeholders do not contribute directly to the house renovation program, they are not included in the report.</p>

	involved in other programs implemented by TUA, which includes the volunteers' friends and family members engagement in the same volunteering program to be able to measure their input, outputs and outcomes.	
<b>Local Community Based Organizations (CBOs)</b>	TUA ensures to collaborate and create partnership relations with local CBOs as they are aware of all needy families in their communities. TUA ensures to engage with them in order to ease the process of accessing local families, get initial list of potential poor families that can benefit from their programs and ensure that information provided for each family (with through the MoSD or through online and onsite analysis) are accurate and can be adopted. As these CBOs impact and are impacted by TUA's social and economic performances, they are considered as <b>material</b> stakeholders group.	As these CBOs are distributed in other governorates, it was hard to engage with them at this stage. However, it is very important to include them in coming evaluative report to understand their contribution in house renovation programs. Therefore, this groups is <b>not included</b> in the report at this stage, but other engagements is required for evaluative report.

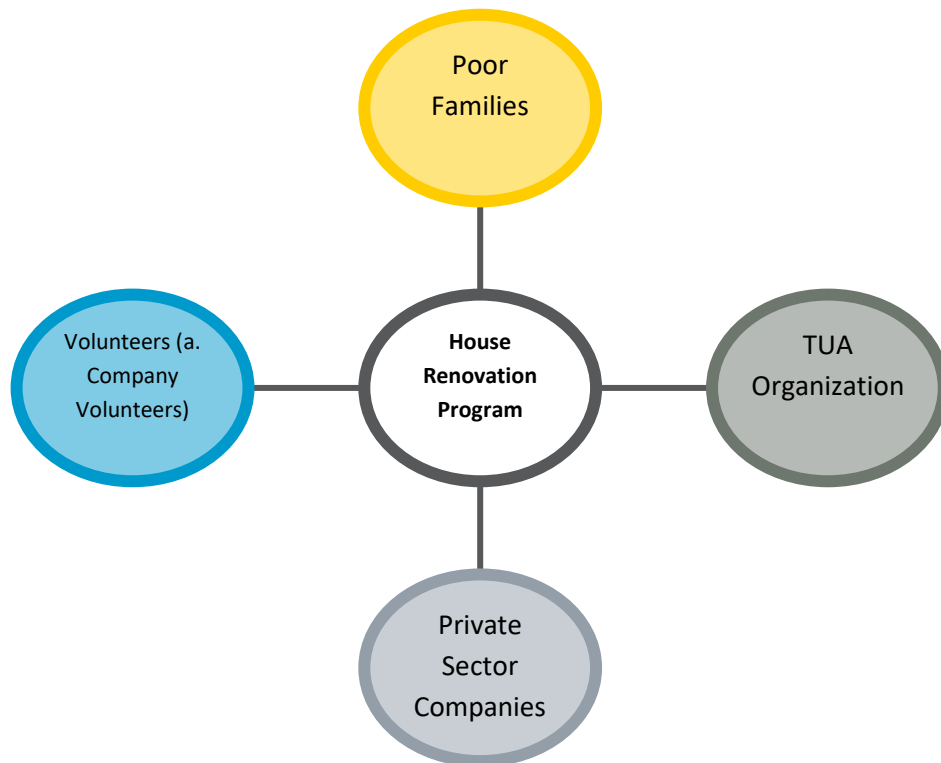
From the table above, below is the list of stakeholders ordered based on their materiality:

- Poor families (Parents, children, youth)
- Supporting companies
- TUA Organization
- Volunteers (Company and Independent volunteers)
- Local CBOs
- Ministry of Social Development
- Volunteers' families and friends
- Healthcare Centers
- Contractors

#### 4.4 Stakeholder Engagement

The following diagram identifies the four material stakeholders whom are engaged in the report.

**Diagram 3: Stakeholder Groups Engaged in the Report**



Specifically, stakeholders have been engaged for the purpose of:

- Identifying other stakeholders experiencing or influencing change
- Identifying and quantifying inputs
- Defining and identifying outcomes
- Quantifying the amount of change
- Valuing outcome
- Identifying levels of attribution, deadweight and drop-off
- Verifying results

A summary of the engagement method is explained in the below table. It is important to note that engaging with stakeholders and getting all information required was not an easy process. As the SROI concept in Jordan is not widely spread and organizations, including private sector companies, do not consider their social impact, I had to hold an awareness introduction for those whom I contacted to make sure I get all required information accurately and comprehensively. I have also



used the method of Saturation<sup>3</sup> to determine whether the sample of information collected was sufficient to grasp the right picture and understand the situation as experienced in the field. The number of events or people involved in the engagement phase reflects the number to which I consider having reached the saturation threshold level.

**Table 2: Stakeholders Engagement Analysis**

Material Stakeholder Group	Size of the Group	Number Engaged with for This Study	Engagement Method(s)
Beneficiary Families	12 families (52 family members)	4 families (15 members). As outlined on page (15) all family members in each sub-group were interviewed and included in the study. The structure of each family is as the following: -Family 1: 2 Parents, 2 Children -Family 2: 1 Father - Family 3: 1 Mother, 3 Children, 2 Youth -Family 4: 1 Mother, 2 Children, 1 Youth	Face to face interviews through field visits/ questionnaire
Company Volunteers	18 volunteers from supporting companies  All companies secured a good number of employees to volunteer except for (company 4) who could only secure two employees. Accordingly, TUA provided 11 extra independent	9 volunteers (2-3 volunteers from each company) were engaged.  As mentioned on page (17) we couldn't engage with the other 11 independent volunteers due to limited time and resources and the fact that they were based in different governorates that are far from my accommodation.	Phone interview/ face to face interviews / questionnaire

<sup>3</sup> **Saturation** is identified as data satisfaction. It is when the researcher reaches a point where no new information is obtained from further data. Saturation pint determines the sample size in qualitative research as it indicates that adequate data has been collected for a detailed analysis (TAY, 2014).

	volunteers.		
<b>Private Sector companies</b>	5 companies	All 5 companies were interviewed, noting that I interviewed the Head of CSR departments. In case a company does not have a CSR department, the interview was held with the one who coordinates and manages the CSR/volunteering programs.	Phone interview / face to face interviews / questionnaire
<b>TUA Organization</b>	3 employees who work primarily on the House Renovation program, in addition to the Director General	3 employees and the Director General	Face to face interview / questionnaire

#### 4.5 Stakeholder Engagement in the future

Given the way we have engaged with the stakeholders at the first stage and for the purpose of a Forecast SROI analysis, it now appears clearly that a deeper and more regular engagement with key stakeholders, and potential key stakeholders (the ones that were not included at this stage such as the local CBOs and independent volunteers), will be necessary for a future Evaluative SROI.

- **Poor Families:** These are the main beneficiary group for this Program, therefore regular assessment for each sub-group's financial, social and health situations should be analyzed to assess the real impact on their overall living standards. Moreover, for future evaluation report, increase the size of the sample should be held to include the maximum number of beneficiaries of different age groups and gender. Holding face to face interviews is the ideal way for engagement.
- **TUA Organization:** More employees from TUA can be engaged in future analysis through holding a group session for engaging those who also work at the Social Research Department, as they are in continuous engagement with poor families. Throughout this session, a general outline for SROI analysis can be explained along with distributing a questionnaire that helps in getting the required qualitative and quantitative data. The same method can be done for independent and corporate volunteers to engage the maximum number of those who participated in one place, where we can explain the objective of the study and get all required information through distributing a questionnaire that gets its input, output, outcomes, evidence and valuations.

- CBOs: A number of local CBOs that exist in governorates should be interviewed to further understand the local community needs and the CBOs' role and contribution in enhancing poor families' living condition, with a special focus on house renovation programs and targeted families.
- Independent Volunteers: Engaging up to 5 volunteers who participated independently in the program can ensure that we get the full picture of volunteers' input and impacts. One to one interviews should take place in future evaluative report to check their input, output and outcomes.

## 4.6 Data Sourcing

Getting information from stakeholders was not an easy task. As TUA is based in Jordan, I had to travel from Dubai-UAE and stay for around a month to make sure I gather all information required and engage with relevant stakeholders. Moreover, beneficiary families are distributed at different governorates; some were around 335 km far from the capital city of Amman, and others were more than 95 km far. Therefore, visiting all families was a bit difficult and hence, we chose sample of families to get the required information.

To create a comprehensive and sufficient SROI report, I tried to use several methods to collect accurate and detailed information. As mentioned previously on page (22), I have used the method of Saturation to determine whether the sample of information collected was sufficient to grasp the right picture and understanding of the situation as experienced on the field.

Methods used are detailed below:

### 4.5.1. Brainstorming Meetings with TUA Director General

In order to set the foundation for comprehensive forecast SROI analysis, several meetings were held with TUA's Director General and other employees from the Corporate Communications Department to make sure we choose the most relevant program for this study. I made sure during these meetings to explain what SROI analysis is, and to highlight the objectives and benefits of the forecast study for future analysis and fundraising operations. Based on that, and after choosing the House Renovation as the most suitable project for this study, another set of questions was prepared only for employees involved in this Program to get further details related to the input and analyze the theory of change.

### 4.5.2. On Site face to face Interviews

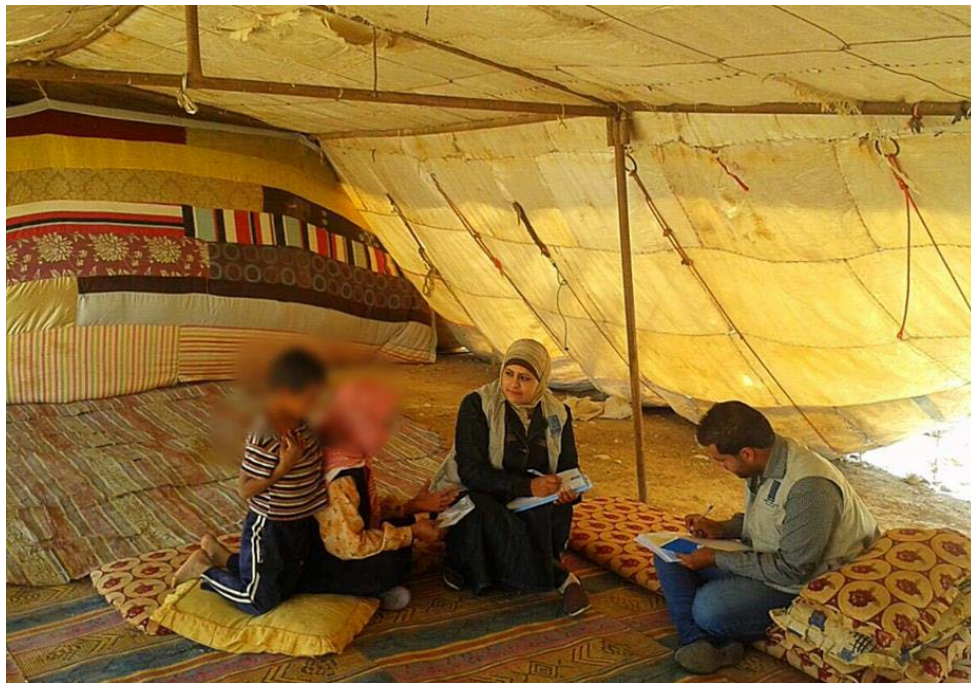
The main reason for travelling to Jordan was to hold face to face interviews with the four main stakeholders: Poor families, volunteers, supporting companies and employees of TUA . Although this was costly and time consuming, I believe that I need to talk to volunteers, meet families and experience the employees' efforts and hard work. I have prepared a set of questions for each group;

however, meeting families and volunteers gave me the chance to get deeper into their lives and understand things that I would never get through a regular questionnaire or a survey. Further details about the interviews with stakeholders are outlined below.

### **Interviewing Families**

Four families out of 12 were interviewed; they were distributed in three different governorates (two families were in the capital city of Amman, one was in Ajloun – 80 km far from Amman and the last one was in Salt – 33 km far from Amman). Meeting four families was an appropriate sample, as I started to get repeated answers and similar outcomes after the third interview. The plan was to do another interview but due to its long distance (more than 95km) and lack of time, the interview was canceled.

Each interview lasted between 30 to 40 minutes, during which, I visited the families' houses and observed how their lives have changed due to the program. It allowed me to get more in-depth data, see real changes on each sub-group, and feel the inner appreciation of these families for the volunteers' efforts and the companies' donations. I completely felt the great relationship created between families, volunteers and employees of TUA as a result of the regular visits to follow up and complete the implementation plan of the project.



To save time and being affective, questions asked for families were comprehensive and included information related to the following:

**Table 3: Information Acquired from Interviewing Families**

Aspect	Information Covered / Asked
Introduction	Explain what is SROI, its objectives and future benefits
Background	Social and health problems faced before the program; families' expectations from this program; other stakeholders involved
Impact / Theory of Change	Families' feelings and real impacts during the implementation phase; health, social and financial impacts after finalizing the project (positive and negative)
Evidence / Indicators	Proof of changes and impacts
Deadweight, Attribution and displacement	Was the change going to happen anyway? Did any organization approached them to renovate their houses? How long changes will last?

A copy of the list of questions for families is attached on Appendix 2.

### **Interviewing Volunteers and Companies**

I made sure to interview two to three people from each company; some interviews were held with the companies' volunteers, and another were held with the CSR coordinator, noting that not all CSR coordinators volunteered in the program.

**Table 4: Information Acquired from Companies and their Volunteers**

Aspect	Information Covered / Asked
Introduction	Explain what is SROI; its objectives and future benefits; main drivers to volunteer/support the program; stakeholders involved
Input	Frequency of volunteering; donations made (to support TUA and other organizations)
Impact / Theory of Change	Feelings during the volunteering activity and engaging with families; impact after the volunteering activity (positive or negative)
Evidence / Indicators	Do you have any proof for the change and the impact
Deadweight, Attribution and displacement	Did you volunteer with other organizations and in another similar program? How long do they think the changes will last? Do you think these changes would have happened anyway?

All questionnaires for companies and their volunteers and are attached on Appendix 2 and 3.

### **Interviewing TUA Organization Employees**

Two interviews were held with employees from TUA, whom are mainly involved in the House Renovation program. One of the employees is working at the Social Research Department as the Head of Events. He is responsible for identifying beneficiary families, analyzing their needs, and coordinating with the Volunteers Division to organize for the volunteering events. The other

employees were responsible for securing sponsorships and funds for the program and organizing all needs for the volunteering activities with supporting companies. Questions asked for employees included:

**Table 5: Information Acquired from Interviewing Employees of TUA**

Aspect	Information Covered / Asked
Introduction	Explain what is SROI; its objectives and future benefits
Background	House Renovation objectives; material stakeholders involved; employees' engagement details; collaboration with stakeholders' frequency and objectives
Impact / Theory of Change	Feeling and impact during engaging with volunteers; impact after finalizing the project (positive or negative)
Evidence / Indicators	Do you have any proof for the change done and the impact
Deadweight, Attribution and displacement	Did you experience changes from another program? How long do they think the changes will last? Do you think these changes would have happened anyway?

All questionnaires for TUA are attached on Appendix 4.

#### 4.5.3. Phone Interviews

As it was difficult to hold face-to-face interviews with all company volunteers, I held 7 phone interviews with 3 volunteers and 4 coordinators from supporting companies. Each interview lasted between 40-50 minutes and I discussed with them 17 questions that I previously prepared, noting that I used the same questionnaire prepared and utilized during the face-to-face interviews. Questions included are outlined in Appendices 1,2,3.

#### 4.5.4. Online Research

Online research was held during the whole process of writing the report. Research was made to read other SROI reports to familiarize myself with the process and component of comprehensive SROI reports. Other researches were done to review articles and official websites to get further details and support my findings in the following sections: Facts about poverty and house renovation efforts in Jordan, deciding materiality of outcomes (in terms of their relevance to stakeholders), identifying some outcome indicators/evidence and valuing outcomes. All resources of the online research are outlined in the References section (Section 13).

It is important to note that online research has helped in identifying the materiality of some groups of stakeholders and accordingly deciding whether to include or exclude them from my research. For instance, online research has helped me in identifying the real role of the Ministry of Social Development and assess their overall contribution in house renovation efforts. Based on my extensive research, along with consultations with TUA employees, I found that their input is limited

to providing the initial list of poor families to TUA (see page 19), therefore I decided to exclude them from my study. On another note, I researched online the role of Medical Centers that are distributed in governorates and if they keep proper records of all cases that visit the center to be able to value some of the outcomes related to poor families. However, it was clearly noted that they don't have proper records and therefore they were found as not material and I excluded them from the research (see page 19).

## 5. Step Two: Valuing Input and Quantifying Outputs

Based on interviews held, the input of material stakeholders (company volunteers, supporting companies and TUA organization) are limited to: volunteering/coordinates time, transportation, in kind donations and cash donations. To add value to the input, all calculations below and in the impact map are proportionate to the period of implementing the project that includes renovating houses in five governorates and reflects that actual number of stakeholders interviewed by the researcher, which are outlined on page (22).

**Table 6: Valuing Stakeholders' Input and Quantifying Outputs**

Stakeholders	Input/Investment	Value Input	Output
<b>Beneficiary Families</b>	NA (no input was added by the beneficiary families)	NA (no input was added by the beneficiary families)	NA (no output was added by the beneficiary families)
<b>Company Volunteers</b>	Time and efforts - Transportation - Personal donations (by few volunteers)	<b>809.8 JOD</b> - Volunteers from company 1: 200 JOD - Volunteers from company 2: 80 JOD - Volunteers from company 3: 326.8 JOD - Volunteers from company 4: 203 JOD - No volunteers representing company 5	9 individual volunteers from 4 companies participated 31 times to renovate 5 houses.  17 volunteering days (around 102 hours) were spent with poor family members to renovate their houses.
<b>Private Sector companies</b>	-In-kind donations -Cash donations - Transportation	<b>10,705 JOD</b> - Company 1: 200 JOD in-kind donations for 2 houses - Company 2: 1,500 JOD cash donation to renovate a house - Company 3: 3,000 JOD cash	5 companies donated cash or in-kind donations to renovate 12 houses.



		donation to renovate a house and another 600 JOD to purchase items.  - Company 4: 600 JOD in kind donations to renovate 6 houses  - Company 5: 4,800 JOD cash donation for 2 houses including 2 contractors and items	
<b>TUA Organization</b>	-Coordination efforts before, during and after the activity  - Transportation of employees	<b>JOD 1,455</b>  - JOD 580 for employee 1  - JOD 735 for employee 2  - JOD 90 for employee 3  - JOD 50 for transportation	TUA identified 3 main employees to be in charge of managing this program. Each employee provided admin office work and on-the-field volunteering work with other volunteers.

### 5.1 Poor Families' Input:

Poor families didn't have any input for the time being; they are the main beneficiary group and the program aims at enhancing their living situation.

### 5.2 Company Volunteers' Input

Four companies out of five engaged their employees to volunteer in this program. A total of nine volunteers were involved, some of them volunteered more than one time to renovate more than one house, with a total number of 31 participations. Their input was calculated through multiplying the average salary/day of a technician who paints, refurbishes the walls, and enhances the electricity, by the number of volunteering days. The salary of this person is estimated to be JOD 25, which was derived after consulting several experts in this field. Following is the calculation of the volunteers' input:

**5.2.1 Volunteers' Input from Company 1:** The two engaged volunteers participated for four days to renovate two houses (2 days spent to renovate each house). Total input for volunteers is:

- 2 volunteers x 4 volunteering days x 25JOD salary of a technician /day = JOD 200

**Total = JOD 200**

**5.2.2 Volunteers' Input from Company 2:** The three engaged volunteers participated for one day to renovate one house. Total input for volunteers is:

- 3 volunteers x1 volunteering days x 25JOD salary of a technician / day = JOD75

- One volunteer purchased a faucet for the house from his own expenses with a total amount of JOD 5

**Total: JOD 80**

**5.2.3 Volunteers' Input from Company 3:** The two interviewed volunteers participated for six days to renovate one house; one day was spent for each house. Therefore, total input for volunteers is:

- 2 volunteers x 6 volunteering days x 25JOD salary of a technician / day = **JOD300**
- 2 volunteers used their personal cars to travel to and from the needy house which is located around 75 km far from Amman. Cars consumption are as the following:
  - Car 1 consumes 5.9 Liters of Gasoline / 100 km. Therefore, total consumption to and from the house was 8.6 Liters with a total cost of 0.49 JOD / Liter. Therefore, total transportation for one day is 4.2 JOD.
  - Car 2 consumes 10.5 Liters of Gasoline / 100 km. Therefore, total consumption of Liters to and from the house was 15.2 Liters with a total cost of 0.495 JOD / Liter. Therefore, total transportation for one day is 7.5 JOD. Note that this car was used 3 days, and therefore total cost is JOD 22.6

**Total: 326.8 JOD**

**5.2.4 Volunteers' Input from Company 4:** Two of the interviewed volunteers participated for two days to renovate two houses. One volunteer participated for four days to renovate another 4 houses. Therefore, total input for volunteers is:

- **Houses 1-2:** 2 volunteers x 2 days x 25 JOD = JOD 100
- **Houses 3-6:** 1 volunteer x 4 days x 25 JOD = JOD 100
- One volunteer used his personal car to reach to and from the renovated house, which was around 25 km far. His car consumes 5.9 Liters of Gasoline /100 km. Therefore total consumption to and from the house was 2.95 Liters with a total cost of 0.49 JOD/ Liter. Therefore, total transportation for one day is 1.5 JOD / day. As this car was used 2 days, total cost is around 3 JOD.

**Total: JOD 203**

**5.2.5 Volunteers' Input from Company 5:** No volunteers were engaged to renovate the houses. During interviews, the coordinator mentioned that they prefer to have all renovation work implemented and lead by a third-party contractor as they believe that volunteers will not be able to do the job properly.

### 5.3 Private Sector Companies' Input:

Some companies donated in kind items needed to renovate their houses. Other companies donated cash money to purchase all items needed. Following is the classification of each company's input:

#### 5.3.1 Company 1 Input

- 200 JOD in kind donations for two houses (7 paints medium size and 1 large size)
- No cash money was provided.

**Total: 200 JOD**

#### 5.3.2 Company 2 Input

- 1,500 JOD cash money was allocated
- The company used their own bus (which consumes 14 Liter of Diesel /100KM) to travel to the house that is located in another governorate, which is 30 km far. Total Liters of Diesel used was: 8.5 L with a total cost of 0.49 JOD / L.

Therefore, total for transportation was 5 JOD.

**Total: 1,505 JOD**

#### 5.3.3 Company 3 Input

- JOD 3,000 was allocated for this project
- Further in-kind donations were provided to purchase items such as tiles, paints, isolation material, pipes, cements, sand and other building material. These items are estimated to cost around JOD 600

**Total: 3,600 JOD**

#### 5.3.4 Company 4 Input

In kind donations were provided to renovate the houses. Average cost for each house was 100 JOD. Therefore, total amount donated was 100 JOD x 6 houses = 600 JOD

**Total: 600 JOD**

#### 5.3.5 Company 5 Input

- **4,800 JOD** cash for 2 houses including 2 contractors and items-no in kind

## 5.4 TUA Organization's Input

The input of TUA is represented in organizing, managing and properly planning the program, which was achieved through allocating 3 employees whom are were responsible of: securing financial funds and sponsorships for the program, choosing the neediest families, organizing the volunteering activities and providing regular reporting to companies on main achievements, plans and impacts. In addition, TUA employees also volunteered side by side with the company employees to renovate houses. Therefore, each employee has two types of inputs: the first one is related to the admin and office work done to manage and organize the program. This input will be calculated through multiplying the salary of each employee by the number of days spent to manage the program. The other input is related to the volunteering work done to renovate houses on-site, where we will multiply the salary of a technician who paints, refurbishes the walls, and enhances the electricity by the number of volunteering days spent on-site. In order to be accurate and avoid the risk of over calculating, we will not consider the salary of a technician to be JOD 25, similar to the amount that we considered for Volunteers (see page 30). This is because TUA employees didn't work on the renovation aspect as extensively as the volunteers; and therefore, their efforts and salaries cannot be the same. Therefore, we will reduce the technician salary to JOD 10 / day.

**5.4.1 Employee 1 Input:** The salary per day for the employee is JOD 35/ day. Therefore employee 1 input is:

- 12 days of office and admin work x JOD 35 JOD salary /day = JOD 420
- 16 volunteering days x JOD 10 salary of a technician / day = JOD 160

**Total for Employee 1 = 580**

**5.4.2 Employee 2 Input:** The salary per day for this employee is JOD 35/ day. Therefore employee 2 input is:

- 17 days of office and admin work x JOD 35 salary / day = JOD 595
- 14 volunteering days x JOD 10 salary of a technician / day = JOD 140

**Total for employee 2 = JOD 735**

**5.4.3 Employee 3:** The salary per day for this employee is JOD 30 / day. Therefore, employee 3 input is:

- 2 days of office and admin work x JOD 30 salary / day = JOD 60
- 3 volunteering days x JOD 10 salary of a technician / day = JOD 30

**Total for employee 3 = JOD 90**

**TUA has also used its car to transport volunteers.** TUA used one car each volunteering day. Therefore, total transportation cost is estimated to be **JOD 50**.

## 6. Step Three: Identifying the Theory of Change

### 6.1 What Has Changed?

TUA makes sure to partner with private sector companies along with individual donors and volunteers to be engaged and connected with needy families. Such engagement creates a sense of satisfaction, loyalty and responsibility for volunteers and supporting companies, and it touches the well-being and dignity of needy families, and enhances the sense of leadership and teamwork for TUA employees.

An initial set of outcomes were identified during face to face interviews and consultations with TUA team and the Director General. Measurable indicators were also developed for each outcome to define and quantify the most material ones. The sections below describe the outcomes, its duration and questions asked to identify these changes.

#### 6.1.1 Changes for Families

*“Renovating our house has changed our lives forever, I can’t explain my feelings in words. Simply, I feel I was born again”* – Family member from House 2<sup>4</sup>

*‘I just couldn’t hold my tears when I saw the happiness in my daughter’s eyes after seeing our new living room as bright as she wanted it to be’* – Family member from House 3

It is noted during interviewing families that members within the three sub-groups (parents, children and youth) share most of the outcomes but at different percentages. Therefore, it might not be practical to identify separate outcomes for each sub-group due to the fact that they have experienced the same outcomes in most cases. Accordingly, I will specify the sub-groups that experienced each outcome in the table 12 and the below table identifies all outcomes experienced by families.



Before

After

<sup>4</sup> We will not add names of real beneficiaries to respect their privacy and confidentiality

**Table 7: Changes for Families**

Outcome	Duration	Explanation of Outcome	Data Source
Enhanced emotional wellbeing	2 years	<p>The project included several internal and external renovations for poor houses, including: refurbishing and painting walls, fixing windows, building stairs to ease accessibility to and from some houses, removing mold, isolating ceilings, adding doors to bathrooms and bedrooms... etc. All these changes made family members (specially parents and youth) feel happier and more satisfied with their newly renovated houses and consequently impacted their psychological status. This has resulted in less family problems and more relaxing and satisfied atmosphere existed between members. One family member noted that stress and anxiety controlled their feelings before, but now they are satisfied and love their house and feel happy whenever they see the changes.</p> <p><b>Duration Explanation:</b> As per the technical workers' experience and the quality of materials used for renovation (paints and isolation material), all changes might last for around 2-3 years depending on the location of the house, weather conditions and the family members' efforts to maintain changes. Emotional wellbeing will remain as far as the changes inside the house exist. Therefore, we chose the minimal duration of 2 years to avoid over valuation.</p>	<p>-Face to face interviews; questions asked were:</p> <ol style="list-style-type: none"> <li>1. How did you feel when you saw volunteers renovating your house?</li> <li>2. What are the real impact and change (Positive or negative) after renovating your house on your-self, your kids and spouse?</li> <li>3. How long do you think the outcomes will last?</li> </ol> <p>Please check Appendix 2</p>
Enhanced health wellbeing	2 years	<p>Houses were lacking basic essentials such as windows, doors, walls and ceiling, which resulted in improper ventilation and isolation inside the houses. This has resulted in several health problems, specially for young children and old parents, due to humidity, fungus, very cold and extra hot temperature during winter and summer seasons. Main health problems mentioned were asthma and sever cough, especially during winter</p>	<p>-Face to face interview; question asked was:</p> <ol style="list-style-type: none"> <li>1. Explain changes took place from the health aspect?</li> <li>2. How long do you think the outcomes will last?</li> </ol> <p>Please check Appendix 2</p>

		<p>and autumn, where houses used to be very humid and cold (some people mentioned that their houses were colder than outside). Most members noted that health issues faced before renovating their houses were dramatically reduced, which has resulted in reducing the frequency of visits made to the healthcare centers and avoiding the high risk of getting into hospitals due to severe cases of allergies and asthmas.</p> <p><b>Duration Explanation:</b> As per the technical workers' experience and the quality of materials used for renovation (paints and isolation material), all changes might last for around 2-3 years depending on the location of the house, weather conditions and the family members' efforts to maintain changes. Health wellbeing will remain as far as the changes inside the house exist. Therefore, we chose the minimal duration of 2 years to avoid over valuation.</p>	<p>-Consultations with TUA employees</p>
<p><b>Increased social inclusion</b></p>	<p>2 years</p>	<p>When I met family members, their satisfaction and happiness expressed from renovating their houses were priceless. Their sense of belonging and loyalty to their houses have increased and they feel less embarrassed from visitors. One mother mentioned that she and her kids are more social and they are inviting their friends more often, as they were feeling embarrassed before due to the bad humidity smell, lack of ventilation, lack of privacy and inappropriate living conditions. She added that her kids were anti-social and isolated and don't like to have their friends visiting them. Another lady noted that during Ramadan, which is the Holy month for Muslims, where family members and friends engage together to share their Iftar meal, she and her family didn't visit their relatives before, but now, she invited her relatives more than three times to have their meal together at their house.</p> <p><b>Duration Explanation:</b> As per the technical</p>	<p>-Face to face interview; question asked was:  <i>1.Explain changes took place from the social aspect?</i>  <i>2. How long do you think the outcomes will last?</i></p> <p>Please check Appendix 2</p> <p>-Consultations with TUA employees</p>

		workers' experience and the quality of material used for renovation, all changes made on the houses might last for around 2-3 years depending on the location of the house, temperature and the family members' efforts to maintain changes. Social inclusion will remain as far as the changes inside the house exist. Therefore, we chose the minimal duration of 2 years to avoid over valuation.	
<b>Increased privacy at home</b>	2 years	<p>Few houses were lacking special doors for bathrooms and bedrooms. Therefore, privacy was missed specially for young girls who had to use the bathrooms only during certain periods of time during the day, when there are no one inside the kitchen (as the bathroom was part of the kitchen). Renovating the house included adding a special door for the bathroom and properly isolate it from the kitchen, making it very private and easy to use. On another note, privacy was a challenge for another family which couldn't use one of the bedrooms due to the high humidity and unhealthy conditions at the room, therefore, a family of six people (mother, 2 boys and 3 girls) used to share two bedrooms. However, after refurbishing the room and resolving the mold problem, boys can now sleep in their room and the girls and mother sleep on the other two rooms. This change, especially in our traditions, has impacted them a lot.</p> <p><b>Duration Explanation:</b> same as above</p>	<p>-Face to face interview; question asked was:  <i>1.Explain changes took place from the social aspect?</i>  <i>2.How long do you think the outcomes will last?</i></p> <p>Please check Appendix 2</p> <p>-Consultations with TUA employees</p>

### 6.1.2 Changes for Company Volunteers

*“The houses we renovated were uninhabitable and on the brink of falling apart, am very privileged that I could help in transforming the environment of TUA’s beneficiary houses into a place that gives them hope.. This is the least we can do for our beloved country.” – Employee from Company1*



Volunteers were very much engaged with the community. They worked passionately together to make a difference in the lives of needy families. Below are main changes that took place, which are categorized into psychological and social impacts:



**Table 8: Changes for Company Volunteers**

Outcome	Duration	Explanation of Outcome	Data Source
Increased Self-Satisfaction	1 year	<p>Being engaged in volunteering activities and helping other needy families to enhance their living standards have built up the sense of accomplishment among volunteers as they saw the happiness and appreciation on family members' faces. This, as a result has increased their self-satisfaction and motivation for leaving an impact in other people's lives and give them hope for a better future.</p> <p><b>Duration Explanation:</b> Asking volunteers about the outcome durations, it was noted that self-satisfaction and self-pride is relative<sup>5</sup>; it differs from person to another and it depends on how regular they are engaged with local initiatives and support needy families. Some people might need to engage again in such initiatives to feel the sense of</p>	<p>Face to face interviews. Question asked was:</p> <ol style="list-style-type: none"> <li>1. How did you feel during renovating the houses</li> <li>2. How did you feel after renovating the houses</li> <li>3. How long do you think the outcome will last?</li> </ol> <p>Please check Appendix 3</p>

<sup>5</sup> There is a risk in identifying the duration of this outcome as the length is relative and differs from person to another. Therefore, and to avoid the risk of overcalculating, we will consider the minimal duration which is one year.

		<p>accomplishment and satisfaction. Other people are more committed to their values and such changes will be adopted for life. Therefore, we will consider the minimal duration of impact of 1 year.</p>	
Developed job-related skills	3 years	<p>The nature of this voluntary activity entails having volunteers work together as a team, prioritize and plan their hard work and tasks, solve problems that appear, and manage their time properly to finish in minimal time so that family members (specially elderly people and kids) will not be disrupted for long. Volunteers, especially those who lead some groups of volunteers noted that volunteering in this activity have developed several job-related skills that can enhance their performance or help them find other better opportunities. Main skills mentioned were: leadership, teamwork, problem solving and time management. Other group of volunteers, who were technicians and work at the Real Estate or Maintenance Departments noted that by volunteering in this activity, they learned several technical skills related to painting, refurbishing walls and electrical wiring.</p> <p><b>Duration Explanation:</b> Job related skills (interpersonal and technical) can be developing and increasing with time when they are acquired and practiced properly. Therefore, and to avoid over calculations, we will consider the duration of 3 years for this outcome.</p>	<p>-Face to face interviews. Questions asked were:</p> <ol style="list-style-type: none"> <li><i>1. How did you feel after renovating the houses</i></li> <li>2. What other input you did for the program?</li> <li><i>3. How volunteering impacted you personally and professionally?</i></li> <li><i>4. How long do you think the outcome will last?</i></li> </ol> <p>Please check Appendix 3</p> <p>-Consultations with company representatives</p>
Enhanced social relationships	3 years	<p>Having volunteers work together for long hours and, in some cases for several days, has built up relationships between them. Some volunteers noted that this program gave them the opportunity to know their colleagues more closely as they don't have the chance to do so during their busy working days. Also having employees from TUA spending the time with them has also helped in building relationship with TUA employees and some of them became really close friends.</p> <p><b>Outcome Duration:</b> Social relationships, when</p>	<p>Face to face interviews Questions asked were:</p> <ol style="list-style-type: none"> <li><i>1. How volunteering impacted you personally and professionally?</i></li> <li><i>3. How long do you think the outcome will last?</i></li> </ol>

		they are built can last for long periods of time. It is also noted that volunteering builds strong relationships as they are built after being engaged together in long hours of hard work to do something good and leave an impact. Therefore, and after consultations with volunteers and TUA employees, it is noted that 3 years is a minimal duration of a strong social relationship.	Please check Appendix 3
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### 6.1.3 Changes for Companies

*“One of the best projects we have supported ever! Not only our employees are very satisfied, we feel that our investment created long term and sustainable impacts and we will continue to support this program for many years to come.” – Employee from Company 5*

This project won’t have been implemented without the support of the companies. They achieved several impacts in the financial and social aspects, which are represented in:

**Table 9: Changes for Companies**

Outcome	Duration	Explanation of Outcome	Data Source
Enhanced social and environmental responsibility program (CSR)	3 year	As companies provided support to renovate houses, it gave them the chance to understand the community’s needs and see the real impact made not only on poor families’ lives, but also on their employees and the general community. This has resulted in encouraging companies to further support more families and to look for other similar sustainable programs to develop the local community and the environment. Accordingly, companies have enhanced their CSR program and are encouraged to donate more to support the environment and surrounding community.  <b>Explanation of Duration:</b> This duration is considered as having a long term impact, as enhancing companies’ CSR program entails integrating social and environmental aspects into their daily operations. Accordingly, and as strategies can change between 3-5 years, we will consider the duration of 3 years for this outcome.	Face to face interviews. Question asked was: <i>After you completed this activity, are you planning to increase your CSR initiatives/budget in the future?</i>  Please check Appendix 4
Increased employees’ loyalty and pride	1 year	One of the program’s objectives is to engage companies’ employees with poor families through several volunteering activities. Such activities gave the chance for employees to be exposed to new	Face to face interviews. Questions asked were: <i>1.How do you feel about your company?</i>

towards their companies	<p>experiences and learn new skills which couldn't have been possible without the support and engagement of their companies. All employees engaged noted that they appreciate their companies and they feel more proud and loyal for their management system, which is socially responsible and gives back to the community. One employee noted that he is more loyal now as he trusts that his company will support him when he is in need, exactly the same way as his management supported needy families, which shows great commitment.</p> <p><b>Duration Explanation:</b> Employees will feel proud and loyal as long as their companies implement and engage them in volunteering and CSR initiatives. For this particular project, companies supported houses for one year, and in case companies renew its support for another year, this might increase employees' loyalty for another year. But to limit ourselves for the period of the study, we will consider the minimal duration of impact for 1 year</p>	<p><i>2.How long do you think the outcome will last?</i></p> <p>Please check Appendix 3</p>
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#### 6.1.4 Changes for TUA Organization

*“This project left a special impact in my heart, I felt that every house renovated was my own house and I will continue to look for companies to support the many needy houses. Am grateful for the great relationships I built with each family member and the volunteers. Although we all came from different backgrounds but a big loving family has been created.” – TUA employee*

In addition to securing funds, coordinating and organizing the activities, employees worked closely with volunteers and sensed deep satisfaction by leaving sustainable impacts. Social and psychological changes have been achieved which are summarized as the following:

**Table 10: Changes for TUA Organization**

Outcome	Duration	Explanation of Outcome	Data Source
Increased TUA employees' loyalty and pride towards its mission	3 years	During my interviews with TUA employees, their loyalty and pride towards its scope of work was very clear in their expressions and positive statements. They are very passionate and great believers in what they do and they are eager to help more families, impact the maximum number of beneficiaries and stay loyal to TUA's mission.	Face to face interviews. Questions asked: <i>1.How this project impacted you?</i> <i>2.How do you feel after renovating the houses?</i>

		<p><b>Duration Explanation:</b> This outcome is long term as employees will stay loyal to TUA’s ultimate objective, which is supporting unprivileged families and poor people, which is not changing with time. Therefore, we will estimate the total of 3 years as a duration for this outcome.</p>	<p><i>3.How long do you think outcomes will last?</i></p> <p>Please check Appendix 5</p>
<p>Long-term partnerships between companies and TUA is established</p>	<p>3-5 years</p>	<p>Having companies collaborate with TUA for the House Renovation program, either on voluntary or sponsorship basis, gave the chance for companies and volunteers to learn more about TUA’s accountable operations and better trust their systems. This has led to enhance the companies’ belief in TUA’s great role in the community, which has led in establishing a long-term partnership with companies to support their programs.</p> <p><b>Explanation of Duration:</b> As it is long-term partnerships with TUA, duration is long and we will limit the duration to 3 years, noting that the usual duration is more than 5 years.</p>	<p>Face to face interviews. Questions asked were:</p> <p><i>1.Do you have any comments/recommendations for TUA</i></p> <p><i>2.Will you collaborate again with TUA f or your CSR activities?</i></p> <p>Please check Appendix 4</p>
<p>Increased volunteers’ trust in TUA’s role in the community</p>	<p>3 years</p>	<p>During interviewing the volunteers, all of them expressed their appreciation for TUA’s accountable and professional operations which increased volunteers’ trust in its role to alleviate poverty in the kingdom; they noted that their professional way to manage, follow up and coordinate the program increased its credibility and accountability.</p> <p><b>Explanation of Duration:</b> Participating in this activity has impacted TUA’s image and volunteers believe in its great role in the community, which is a long-term impact. Therefore, we will consider the duration of 3 years for this outcome.</p>	<p>Face to face interviews</p> <p>Questions asked were:</p> <p><i>1.Do you have any comments/recommendations for TUA</i></p> <p><i>2.Will you volunteer again with TUA?</i></p> <p><i>3. How long do you think the outcome will last?</i></p> <p>Please check Appendix 4</p>

## 6.2 Negative and Unintended Impacts

During interviewing stakeholders, I made sure to ask about any negative, or unintended impacts. Two questions were asked for volunteers, families and companies which are: Do you have any

recommendations to enhance the implementation of the project in the future? What would you do differently to see better results?

There was one unintended positive impact, which is “Increased social inclusion for families”. The main objective for this program was to enhance poor families’ health situation and quality of life. However, leading to better social inclusion and engagement in the community was not intended or expected.

There were other negative points raised by stakeholder, which are highlighted below:

- **Points Raised by Company Volunteers:** Number of volunteers from some companies were relatively low as the activities were implemented during working hours. Moreover, and as renovating houses required long hours of hard work, this has added extra work load for some volunteers and increased number of hours/days to finish the work required. This issue should be addressed by TUA to try to involve higher number of volunteers and consider implementing the program during weekends.
- **Points Raised by Families:** During my visits to families’ houses, they are expecting further enhancements and support such as opening new windows, providing cleaning services, and regular renovations, which were not possible yet by TUA. This is because TUA doesn’t have a specific budget for the program and it totally depends on external donations from companies. This has added load on TUA to try to satisfy all families’ needs and their growing expectations.
- **Points Raised by Companies:** The fact that renovations take place only during working days makes it difficult for private sector companies to participate. This information was expressed while meeting a CSR representative from another company which didn’t participate in this program yet. When I asked him about the reason, he noted that his company’s internal guidelines forbid volunteering during working hours and all their volunteering activities are usually implemented during weekends, which hinders their ability to participate and support the program.

As mentioned before, the above points cannot be considered as outcomes as they didn’t impact stakeholders directly or made big changes as a result to the program. These points are mainly gaps existed in the program, which can be considered for future analysis and considered by TUA and the supporting companies to further enhance implementation.

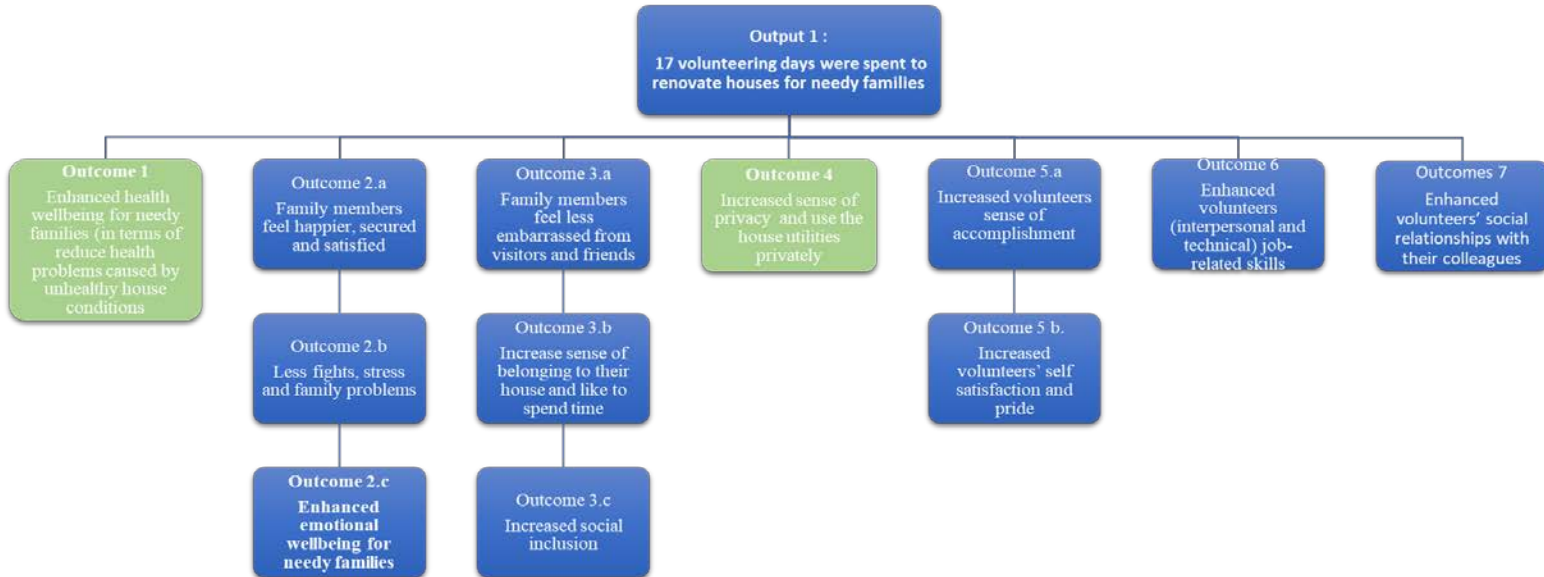
### **6.3 Chain of Events**

From the above-mentioned points, there are several outcomes that describe changes that renovating houses have created for each stakeholder. To better grasp these outcomes, I have joined those that resulted from each output together to relate them and to understand the causality and consequences

of changes. Note that some outcomes do not have a chain of events, which are highlighted in green in the diagrams below.

The below diagram outlines the chain of events related to the first output: **17 volunteering days were spent to renovate houses for needy families.**

**Diagram 4: Chain of events for Output 1**



The above-mentioned output has led to several health, social, emotional and psychological outcomes, which directly impacted volunteers and needy families. From the health perspective, renovating poor families' houses has made huge impact in terms of reducing symptoms of illness, especially for children (below 10 years) and elderly parents (above 50 years) such as coughing, allergy and asthma, which means that their overall health wellbeing has been enhanced.

From the emotional perspective, enhancing families' houses has made all members feel happier, safer and secured, this has led to another outcome of reducing members' stress and anxiety, which is reflected on reducing family problems and misunderstandings. At the end, these outcomes have led to enhance the overall emotional wellbeing of family members.

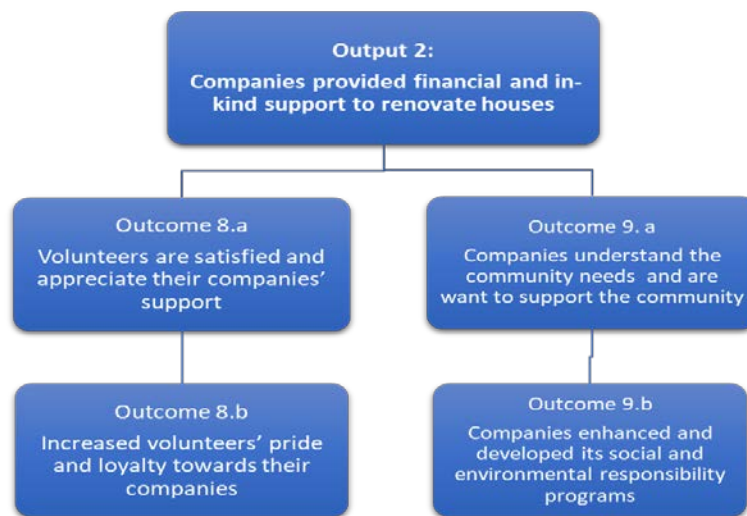
Socially, family members (specially youth and parents) feel less embarrassed from visitors after enhancing their houses, therefore their sense of belonging and loyalty to their houses has increased and they like to spend time in it and invite their friends and other family members. At the end, this has led to increasing social inclusion and enhance social relations.

As for volunteers, participating in such volunteering activity and seeing the great impacts on poor families has lifted their sense of accomplishment and achievement, this has resulted in increase in

inner self-satisfaction and pride with their accomplishments and their long-term impacts in the community. On another note, the nature of this voluntary activity entails working together as a team, prioritize and plan their tasks and solve problems that appear. This has resulted in acquiring some job-related (interpersonal and technical) skills such as leadership, teamwork and ability to plan and prioritize. Finally, and spending long hours of working together for a good cause has helped volunteers build up strong and new relationships with other volunteers and with TUA employees.

The below diagram outlines the chain of events related to the second output: **Companies provided financial and in-kind support to renovate houses.**

**Diagram 5: Chain of Events for Output 2**

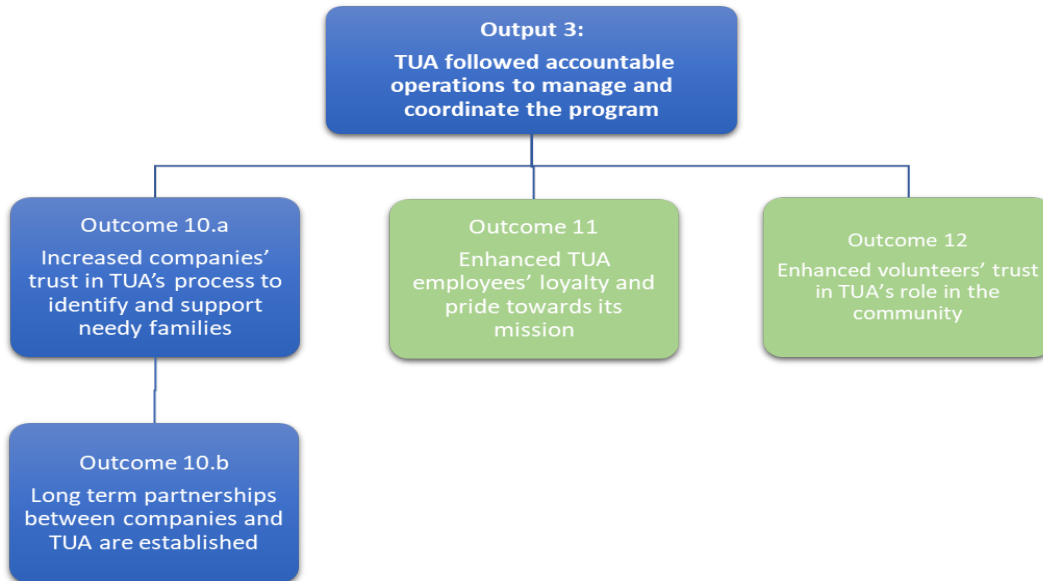


Having companies support this program resulted in two main outcomes; first, employees were satisfied and appreciate their companies' support as it gave them the chance to volunteer and engage with the community. This has led to another outcome which is increase their pride and loyalty towards their companies. The other outcome is related to the fact that supporting this program enhanced companies' understanding for the community's needs and they believe in their important role to give back to the community. This has caused companies to enhance and further develop their CSR program in terms of increasing budget and encourage community engagement.

The below diagram outlines the chain of events related to the second output: **TUA ensured to properly manage and coordinate the program with companies and volunteers.**



**Diagram 6: Chain of events for Output 3**



The output of having TUA adopting accountable operations to manage and coordinate the program has led to three main outcomes, each one is connected to a group of stakeholders. The first outcome is related to increasing companies' trust in the process that TUA follows to support needy families, which has led to establishing long term partnerships between some of these companies and TUA. The other outcome is represented in enhancing TUA employees' loyalty and pride towards its mission which is resulted from engaging employees in the local community and making a difference in poor families' lives. Finally, and engaging volunteers in the community and seeing how poor families' needs are met through TUA's operations has also lead to increasing volunteers' trust in TUA's role in the community.

#### 6.4 Choosing Material Outcomes

In order to align with the SROI Principle 4: "Only measure what matters", a materiality test was applied to determine the relevance and significance of the outcomes included in the analysis.

Our approach to identify the material outcomes is based on the five-part test provided by AccountAbility AA1000AS. This test, which was first proposed in 2003 and revised in 2013, calls on businesses to identify their significant issues to the organization and its stakeholders. Each outcome was scored against the relevance and significance criteria to determine the AccountAbility five-part materiality test. It includes two key domains, each with their own sub-categories:

- **Relevance:** An assessment of the relevance of the outcome based on stakeholder feedback
- **Significance:** Based upon the quantity, duration, value and causality of the outcomes

Identifying material outcomes is decided upon the organization's own policies, its peers, societal norms, and short-term financial impacts. Outcomes were considered not material if it was found not significant and not relevant to stakeholders; relevant outcomes are those that experience more than 50% incidence, and significant outcomes are those that experience JOD 50 and above in terms of financial value. Appendix 6 outlines the materiality analysis for each outcome. From this application, four outcomes were found **not relevant** (as the quantity of incidence for each outcome is less than 50%) but **significant**. However, and as the value of these outcomes on stakeholders (who experienced them) were high and they expressed great impact of these outcomes on their lives, they will be considered as material (please check Appendix 6).

## 7. Step Four: Valuing Outcomes

### 7.1 Identifying Indicators

One of the key criteria for selecting indicators is ensuring that they are measurable, verifiable, meaningful, and capable both of assessing trends over time and of providing key local and socio-economic breakdowns. The table below highlights the indicators for each outcome and the explanation.

**Table 11: List of indicators**

Stakeholders	Outcomes	Indicators (Evidence of the Outcome)	Explanation of Evidence
Families	Improved emotional wellbeing	Number and cost of consultation visits to a psychiatric saved due to improved emotional wellbeing.	Emotional wellbeing is a term that has seen increasingly used in recent decades; the implications of decreased emotional well-being are related to mental health concerns such as stress, depression, and anxiety (Kadam et.al., 2016). Therefore, the indicator of this outcome would be the number of visits to the psychiatrists and consultation services, which family members saved due to avoiding signs of depression and anxiety.
	Improved health wellbeing	Number and cost of visits to the medical center, hospitals and medicines saved due to improved health wellbeing.	As members feel healthier due to resolving humidity and mold problems inside the houses, their regular checkups and visits to the medical centers have been reduced. Moreover, family members noted that using and purchasing medicines (specially inhalers, cough and allergy medicines) have been reduced. Most members noted that their visits usually take place during winter season (October – March).
	Increased social inclusion and satisfaction	Number of people that report they feel less isolated due to engagement in social activities and cost of social activities	Family members noted that they no more feel embarrassed from their houses' smell due to humidity and mold problems and the lack of privacy at their homes, which is a major social issue specially in the middle east area. Therefore, the evidence of reduced isolation is the number of family members who reported being engaged with their families and friends in social activities and the cost of these activities.
	Increased privacy at home	Number and amount of money poor families are ready to pay to solve problems caused by lack of privacy	When I asked poor families how much they are willing to pay to solve the privacy problem, which is resembled in installing doors, isolating bathrooms and resolving the humidity problems in bedrooms, some noted that they can pay up to 50 JOD only, while others noted that if they have the luxury to own extra 50 JOD, they would use it to purchase basic needs such as food, water, or

			pay utility bills.
<b>Company Volunteers</b>	Increased self-satisfaction	Number of volunteers who feel motivated to make a difference in their own communities and value of their actions	Building up the sense of accomplishment and self-satisfaction can be evidenced by the number of volunteers who are motivated and participated in initiatives and activities that has an impact and made a difference in their communities and the value of these activities.
	Developed job-related skills	Number of volunteers who were provided with better job opportunities, new positions or new responsibilities and value of this change	Getting a better job opportunity or new responsibilities are the most accurate evidences for developing skills that are job related. Therefore, we will consider the number of volunteers who got this outcome and value of this outcome.
	Enhanced social relationships	Number and cost of new relationships built between volunteers and between volunteers and TAU employees	Number of volunteers who noted that they initiated new social relationships and friendships with other volunteers and the cost of such social relationships.
<b>Companies</b>	Enhanced social and environmental responsibility (CSR) program	Amount of companies' spending on social and environmental programs (other than amount provided to support TUA programs)	Specifying or increasing the amount/budget dedicated for CSR programs and initiatives is an indicator for the companies' increase in their sense of responsibility towards the local community.
	Increased employees' loyalty and pride towards companies	Reduction in turnover rate and increase in employee retention.	This indicator can be valued by the recruitment cost saved, which entails the cost of interviews, displacement, on-job training, induction training, recruitment agencies', .. etc.
<b>TUA Organization</b>	Increased TUA employees' loyalty and pride towards its mission	Reduction in turnover rate and increase in employee retention.	This indicator can be valued by the recruitment cost saved, which entails the cost of interviews, displacement, on-job training, induction training, recruitment agencies' cost, etc.
	Long term partnerships between companies and TUA is established	Amount of donations and support provided by the companies to TUA	Amount of donations that companies provide to support TUA's programs is an indicator for the partnership created between both parties.
	Increased	There are two	Amount of donations made to support TUA's programs,

	volunteers' trust in TUA's role in the community	<p>indicators:</p> <p>Indicator 1: Amount of donations made by volunteers to support TUA's programs</p> <p>Indicator 2: Value and number of volunteers who participated in other volunteering activities with TUA, which was implemented after the House Renovation Program.</p>	and the volunteers' continual participation in volunteering activities implemented by TUA are the most accurate evidences and indicators to measure this outcome. People are keen to give their donations and to volunteer with accountable, trustworthy and professional organization that they trust it will deliver their donations to those who are in real need.
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## 7.2 Valuing Outcomes

The below section outlines the financial proxy for each outcome and percentage of people who experienced this change. Each outcome outlines proxy equation to clarify the process of calculating the financial proxy, noting that sources were derived directly from stakeholders or from online researches or consultations with experts in the field. Also, there were four main types of approximation/ valuation methods used in this process, which are outlined in the table below. These are:

- Cost/income: Equivalent cost or income that would produce a similar outcome
- Potential cost saving: to families or companies as a result of a negative outcome being partially mitigated
- Revealed preference: the inference of valuations from the prices of market-related goods.
- Stated preference: whereby people are asked how they value things relative to other things or in terms of how much they would pay to have or avoid something - Willingness to Pay (WTP).

To get accurate values, all financial proxies were derived based on number of stakeholders whom were actually interviewed and involved in the study (see page 22). Page (77) highlights these values after scaling up the data to include all members of the stakeholders that benefited/participated in the House Renovation program.

It is also important to note that I will be using percentages instead of numbers to refer to the quantity/amount of change in the value map, as percentages will be more accurate and will reflect better representation of the actual amount of change for each stakeholder group.

**Table 12: Valuing Outcomes**

Stakeholder	Outcome	Experienced By <sup>6</sup>	Proxy Details and Source	Financial Proxy (JOD)
Families	Enhanced emotional wellbeing	<p>11 family members out of 15 (around 73% of all members who were interviewed) mostly <b>parents and youth</b>.</p> <p>Subgroups that experienced this outcome:</p> <ul style="list-style-type: none"> <li>a. Parents: 4 out of 5 (80%)</li> <li>b. Children: 4 out of 7 (57%)</li> <li>c. Youth: 3 out of 3 (100%)</li> </ul>	<p>Depending on the severity of the case, the NHS states that typically Cognitive Based Therapy runs over 5 – 20 sessions (nhs.uk, 2014). For this analysis, and based on my consultation with TUA employees, the severity of cases for family members can be assessed as medium. Therefore, we will choose the average number of visits, which is 9. The financial proxy for this outcome is the cost of visiting a psychiatrist 9 times during the year in Amman (noting that the average cost per session is JOD 30), which was saved due to enhanced emotional wellbeing. Transportation to and from clinics is calculated with an average of 10 JOD per visit.</p> <p><b>Proxy Equation:</b> (JOD 30 fees per session + JOD 5 Transportation per session) x 9 sessions</p> <p><b>Type of approximation:</b> Potential cost saving</p>	<b>315 JOD</b>
	Enhanced health wellbeing	<p>9 family members out of 15 (around 60% of all members) mostly <b>children</b></p>	<p>The financial proxy includes the following cost saved due to enhanced health wellbeing:</p> <p>1- As noted by family members during</p>	JOD 180 proxies for medical visits, medicines and transportation

<sup>6</sup> It is important to note that the remaining stakeholders didn't experience the mentioned outcomes. During interviewing stakeholders, they either noted that they didn't experience the outcome or that nothing has been changed in their situation, and therefore no enhancements have taken place. In case any stakeholder experienced another outcome, then the outcome has been included in the report.

		<p>Subgroups that experienced this outcome:</p> <ul style="list-style-type: none"> <li>a. Parents: 2 out of 5 (40%)</li> <li>b. Children: 7 out of 7 (100%)</li> <li>c. No youth experienced this outcome</li> </ul>	<p>interviewing them, cost of visits to medical centers is JOD 15 / visit. Average visits per person was once every month (some held one visit every 3 weeks) for 6 months.</p> <p>2- Cost of medication (including inhalers and cough medicines) is JOD 10 / month, noting that families purchased these medicines each month for 6 months.</p> <p>3-Transportation to and from clinics is calculated with an average of JOD 5 per visit throughout the 6 months.</p> <p>4-Admissions to hospitals: Some cases required admission to in case of severe illness with a total cost of JOD 1,000.</p> <p><b>Proxy Equation:</b> (JOD 15 fees for the medical center per month + JOD 10 cost of medications per month + JOD 5 transportation per visit) x 6 months</p> <p><b>Type of approximation:</b> Potential cost saving</p>	<p>(points 1-3)</p> <p>JOD 1,000 Hospital admission</p> <p><b>Total JOD 1,180</b></p>
	<p>Increased social inclusion and satisfaction</p>	<p>10 members out of 15 (around 67%) mostly <b>parents and youth.</b></p> <p>Subgroups that experienced this outcome:</p> <ul style="list-style-type: none"> <li>a. Parents: 3 out of 5 (60%)</li> <li>b. Children: 4 out of 7 (57%)</li> <li>c. Youth: 3 out of 3 (100%)</li> </ul>	<p>Estimated cost of social activity in the UK is £9.72, however considering the inflation and purchase power differences between UK and Jordan, the cost of social activity (for a person who lives in pervert pockets) is JOD 5 per person. An average social person will go for a minimum of one activity per week during the year (Wellman et al., 2008).</p> <p><b>Proxy Equation:</b> JOD 5 cost of social activity x 1 activity per week x 52 weeks.</p> <p><b>Type of approximation:</b> Revealed Preference</p>	<p><b>JOD 260</b></p>

	Increased privacy at home	<p>7 members out of 15 (around 47%) mostly <b>youth and parents</b></p> <p>Subgroups that experienced this outcome:</p> <ul style="list-style-type: none"> <li>a. Parents: 3 out of 5 (80%)</li> <li>b. Children: 1 out of 7 (14%)</li> <li>c. Youth: 3 out of 3 (100%)</li> </ul>	<p>Amount of money that families are willing to pay to enhance privacy at their homes.</p> <p><b>Type of approximation:</b> Stated Preference</p>	<b>JOD 50</b>
<b>Company Volunteers</b>	Increased self-satisfaction	6 out of 9 volunteers who were interviewed (around 66%)	Based on my research and reading several reports, I found out that the best way to measure and value the increase in satisfaction is to hold a pre-assessment and post-assessment surveys / questionnaires to volunteers to measure the difference and increase in self-satisfaction rates. However, and as this is a forecast report, I was not able to hold a pre-assessment questionnaire and this will be implemented for the evaluative report in the future.	Not Valued
	Developed job-related skills	3 volunteers out of 9 (around 33%)	2 volunteers out of 9 whom were interviewed noted that they have got better job opportunities, and another 1 volunteer was promoted at his company to a senior level position. Accordingly, the financial proxy for this outcome can be calculated by the average increase in salaries of the three volunteers, whom were promoted as a result of developing their skills. The increase in salary for volunteer 1 is (JOD 100/month) and for volunteers 2 is (JOD 200/month) and for volunteer 3 is (JOD 70/month). Accordingly, the average increase for the 3	<b>JOD 1,476</b>



			<p>volunteers is JOD 123 / month.</p> <p>Proxy Equation: JOD 123 increase in monthly salary per volunteer x 12 month</p> <p>Type of Approximation: Revealed Preference</p>	
	Enhanced social relations	4 volunteers out of 9 (around 44%)	<p>Estimated cost of social activity in the UK is £9.72, however considering the inflation and purchase power differences between UK and Jordan, the cost of social activity (for a person that has an average level income) is JOD 7 per person. An average social person will go for a minimum of one activity per week during the year (Wellman et al., 2008).</p> <p><b>Proxy Equation:</b> JOD 7 cost of social activity x 1 activity per week x 52 weeks.</p> <p><b>Type of approximation:</b> Revealed Preference</p>	<b>JOD 364</b>
<b>Companies</b>	Enhanced social and environmental responsibility (CSR) Program	3 out of 5 companies (around 60%)	<p>During interviewing companies, I asked them about the amount of their spending made to support the local community, which comes as part of their CSR and developmental programs during the year. It was revealed that the average amount of donations was around JOD 7,000 per company per year (some companies donated more and some companies donated less, so I added the average amount to reduce the risk of over-claiming and be accurate).</p> <p><b>Type of Approximation:</b> Stated Preference</p>	<b>JOD 7,000</b>
	Increased employees' loyalty and pride towards their companies	6 out of 9 employees (66%) noted that they are more loyal now	<p>Value of this outcome is the recruitment cost saved due to increase employee retention rates. As there is no estimated recruitment cost for Jordan, many sources would put the cost at 2X the salary of the</p>	<b>JOD 1,400</b>

			<p>individual dislocated for the time take (Tay, 2014). Therefore, and as the salary of volunteers vary, we will consider the amount of JOD 700 as an average salary for volunteers.</p> <p><b>Proxy Equation:</b> JOD 700 the average salary of volunteers x 2 (the estimated recruitment cost)</p> <p><b>Type of approximation:</b> Potential cost saving</p>	
TUA Organization	Increased TUA employees' loyalty and pride towards its mission	2 out of 3 employees (66.6%) noted that they are loyal and proud	<p>Value of this outcome is the recruitment cost saved due to increase employee retention rates. As there is no estimated recruitment cost for Jordan, many sources would put the cost at 2X the salary of the individual dislocated for the time take (Tay, 2014). Therefore, and as the salary of TUA employees are around JOD 800, and as I follow a cautious way for calculating outcomes, I will have the exact salary as an estimated recruitment cost to avoid over-valuing.</p> <p><b>Proxy Equation:</b> JOD 800 the average salary of TUA employees x 2 (the estimated recruitment cost)</p> <p><b>Type of Approximation:</b> Potential cost saving</p>	<b>JOD 1,600</b>
	Long term partnerships between companies and TUA is established	2 out of 5 companies (40%) created long term partnerships with TUA	<p>During interviewing companies, I asked them about the amount of sponsorships/support provided to support TUA's programs during the years. The number added is the average amount per company per year.</p> <p><b>Type of Approximation:</b> Stated Preference</p>	<b>JOD 6,400</b>

	Increased volunteers' trust in TUA's role in the community	6 out of 9 volunteers (66%) noted that they trust TUA's role more	<p><b>Financial Proxy 1:</b> Volunteers noted that they provide from 1% - 5% of their salaries to support needy families per month. To ensure accuracy we will consider donating 3.5% of their salaries. As most volunteers were considered junior to middle level management employees, average salary for them is around JOD 700 / month. Therefore, 3.5% of the 700 is JOD 24.5.</p> <p><b>Proxy Equation:</b> JOD 24.5 amount of donations /month x 12 months = JOD 294</p> <p><b>Type of approximation:</b> Revealed Preference</p> <p><b>Financial Proxy 2:</b> Value of initiatives that volunteers participated with TUA is around JOD 25<sup>7</sup> / day. And as each volunteer participated in around 3 – 5 activities/ year, the proxy equation is:</p> <p><b>Proxy Equation:</b> JOD 25 value of each activity x 3 activities = JOD 75</p> <p><b>Type of approximation:</b> Stated Preference</p>	<p><b>Financial Proxy 1:</b> <b>JOD 252</b></p> <p><b>Financial Proxy 2:</b> <b>75</b></p> <p><b>Total: JOD 369</b></p>
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7 As volunteers were mainly engaged in activities related to enhance living standards of poor people such as packaging food parcels, painting houses, food serving...etc. The average salary for a person who paints, supports needy families and packs food parcels is 25 JDs/day.

## 8. Step Five: Calculating the Impact

To measure the impact and to avoid over-claiming the maximum social value created, the total social value for each outcome needs to be discounted for a number of factors, including:

- Deadweight: how much outcome would have happened anyway even if the program did not exist
- Displacement: how much of the outcome displaced other outcomes
- Attribution: how much of the impact was created by other NGO, companies, or people
- Drop off: how much of the outcome declines over time

Taking these factors into account and discounting for these values result in the social impact generated by TUA. Comparing this impact with its investment in the activity results in the SROI ratio.

The full SROI model, including the discount factors used for each outcome is provided in Appendix 7. The following section provides a description of the approach used in determining discount factors for calculating the social value created by the House Renovation program managed by TUA.

### 8.1 Deadweight

All stakeholders were consulted for deadweight during my engagement process and my main question asked was: Do you think this change would have happened anyway without TUA’s House Renovation program? (check Appendices 2-5). Accordingly, percentages included below are based on their answers gathered during my interviewing process.

**Table 13: Deadweight Calculation**

Stakeholder	Output	Deadweight (%)	Explanation
Families	Enhanced emotional wellbeing	0%	Enhancing needy families’ emotional, health and social wellbeing and their privacy at home would have not been achieved without implementing the renovation program or by getting support from other local NGO or a governmental institution. As these families were not approached by any of these institutions, these outcomes would have never appeared without the impact of the House Renovation Program. Moreover, families were asked to explain their situation if TUA had not approached them to renovate their houses, and 95% noted that they will be depressed, anti-social and might even need an admission to hospitals for
	Enhanced health wellbeing	0%	
	Increased social inclusion	0%	
	Enhanced privacy	0%	

			health issues. Simply their situation would have been worst. Therefore, deadweight for families' outcomes is low.
Company Volunteers	Increased self-satisfaction	40%	Self-satisfaction is defined as a sense of absolute fulfillment with oneself and ones' accomplishments. It is achieved as an impact of a programs or a course or a company's initiatives or personal accomplishment. Accordingly, the deadweight for this outcome might be high as volunteers can achieve it by making any type of achievement or accomplishing a personal goal. However, when asking volunteers about the level of satisfaction achieved due to being engaged in House Renovation program, they noted that this program has largely impacted their satisfaction more than any other cause or trigger as volunteers were able to change the lives of many people and gave hope for better future to disadvantages families. Therefore, the estimated percentage is 40%.
	Developed job-related skills	30%	Job-related skills are those skills that help volunteers enhance their performance and achievements at their work. Several events can build up these skills, such as taking specialized courses and trainings, in addition to developing these skills with experience and time. Therefore, and as those skills can be developed with time and without necessarily participating in the House Renovation program, the deadweight is relatively high and I will estimate a percentage of 30% as this program provided volunteers with practical and onsite experience rather than theoretical experience, which can be provided through a normal course or training.
	Enhanced social relationships	50%	Social relationships cannot be built without engaging in activities, events and initiatives. After engaging with volunteers, it was clearly noted that most of their social relationships was built from engaging with people at work, school, university or other social clubs. Therefore, this outcome might occur without having volunteers participate only in the House Renovation Project as it could happen anyway through their daily events. However, they all noted that relations built during this activity is strong and they are still seeing each other. Therefore, the deadweight for this

			outcome is high.
<b>Companies</b>	Enhanced social and environmental responsibility program (CSR)	30%	The deadweight for this outcome explains the possibility of enhancing companies' CSR program anyway, even if they didn't participate in the House Renovation program. As companies' awareness in CSR is gaining momentum in Jordan, we have estimated a percentage of 30% of deadweight as companies are starting to be more aware now about the importance and benefits of adopting CSR programs on both levels; internal and external.
	Increased employees' loyalty and pride towards companies	10%	When asking volunteers about their loyalty towards their companies and if this outcome would have happened anyway without their involvement in the Program, 66% of volunteers (6 out of 9) noted that their loyalty might not have increased without the program, as it built up their team work skills, self-worth, self-confidence and satisfaction. It also showed how much their companies are responsible for the community. This result is aligned with a research made to analyze the employee-organization linkages and showed that the trend for employees is not the constant increase in work loyalty and commitment; other factors should be attributed to this outcome such as increase in employees' benefits, salaries, capacity building and engagement (Mowday et al., 2013). Therefore, the percentage of 10% will be considered for the deadweight for this outcome.
<b>TUA Organization</b>	Increased TUA employees' loyalty and pride towards its mission	10%	When asking employees about their loyalty and satisfaction towards TUA and if this outcome would have happened anyway without their involvement in the project, 2 out of 3 employees noted that their loyalty have increased more due to this program, as it built up their self-satisfaction, self-worth and showed how much TUA is committed to help the needy and underprivileged. This is supported by a research, where it ensures that the current norm for employees is a decreasing sense of commitment to the organization (Mowday et al., 2013). Therefore, and as the norm now is not increasing benefits and salaries in Jordan, the deadweight for this is 10%.
	Long-term partnership with TUA	0%	The deadweight for this outcome is low as for companies to establish a long-term relationship with TUA, they should

	is established		engage with them to learn closely about their programs, accountable process for selecting needy families and actual impacts that they leave on poor families. This enhancement would have never happened without involving companies closely into TUA's operations and process.
	Increased volunteers' trust in TUA's role in the community	10%	The deadweight for this outcome is low, as the possibility of increasing trust in TUA's operations without engaging volunteers in the House Renovation program or any of TUA's programs is low. In other words, this outcome is triggered by having volunteers engage closely with TUA to understand their operations and see the real impacts made on disadvantaged families. I will add 10% as a deadweight to avoid any risk of under-rating.

## 8.2 Displacement

Displacement is an assessment of how much of the outcome displaced other outcomes. Percentages outlined below has been based on my experience and logical judgements without consultations with stakeholder groups. This is because I felt that displacement might not be properly and accurately articulated by stakeholders.

**Table 14: Displacement Calculation**

Stakeholder	Output	Displacement (%)	Explanation
Families	Enhanced emotional wellbeing	0%	Enhancing poor families' emotional wellbeing, their health, social situation and privacy at their homes do not take the opportunity away from other stakeholders to also experience this outcome.
	Enhanced health wellbeing	0%	
	Increased social inclusion	0%	
	Enhanced privacy at home	0%	
Company Volunteers	Increased self-satisfaction	0%	Increasing volunteers' self-satisfaction do not take the opportunity away from other stakeholders to also experience the same. Therefore, there is no displacement for this outcome.
	Developed job-related skills	33%	As this outcome resulted in supporting volunteers get better job offers or being promoted to a senior level positions, it has relatively high level of displacement, as these can be positions and jobs that are now denied to their colleagues who might contributed in

			developing their skills. Accordingly, and as only 3 out of 9 volunteers were promoted or got better job offers, displacement will be around 33% (if all 9 volunteers got better jobs, displacement would be 100%, but as only 3 got job offers, displacement is around 33%)
	Enhanced social relationships	0%	Displacement for this outcome is very low as having volunteers build new relations and enhance their social skills won't take the opportunity away from other stakeholders to enhance their social relations.
<b>Companies</b>	Enhanced social and environmental responsibility program (CSR)	10%	Enhancing companies' CSR program means that more donations are provided to support the local community. Therefore, displacement can be shown in replacing the beneficiary families with other needy families' that might benefit from the same program. However, the percentage should be low as support is increasing and companies should cover larger number of families, and not displacing the current beneficiary groups.
	Increased employees' loyalty and pride towards companies	0%	Enhancing volunteers' loyalty and pride towards their companies is very low in displacement as this outcome do not take the opportunity away from other stakeholders to also experience the same or displace other outcomes.
<b>TUA Organization</b>	Increased TUA employees' loyalty and pride towards its mission	0%	Enhancing TUA's employees' loyalty towards the organization is very low in displacement, as this outcome experienced by employees do not take the opportunity away from other stakeholders to also experience this outcome, and the outcome will not displace others.
	Long-term partnership with TUA is established	10%	Having companies establish long term partnerships to support TUA's programs entails that companies support might displace other families and programs that fall under other organizations' umbrella. However, and as no other organization is implementing the same house renovation program in governorates except TUA (see page 6), the displacement would be low as companies' support for



			certain families is not displacing the support provided for other families.
	Increased volunteers' trust in TUA's role in the community	0%	As increasing volunteers' trust in TUA's role do not take the opportunity away from other stakeholders to also experience the same or displace other outcomes.

### 8.3 Attribution

Attribution is a measure of the amount of outcome that would have been attributed by other organization, institution or people. All stakeholders were consulted for attribution during my engagement process, questions ask for attribution are outlined on Appendices 2-5. Accordingly, percentages included below are based on stakeholders' answers gathered during my interviewing process.

**Table 15: Attribution Calculation**

Stakeholder	Output	Attribution (%)	Explanation
Families	Enhanced emotional wellbeing	0%	During the interviewing process, I made sure to ask members of the families if they were approached by any other local organizations to renovate their houses. All family members noted that they have never been approached neither by any governmental institution nor by other local organizations to assess their houses and renovate them. Moreover, TUA noted that the norm in Jordan is that as these families benefit from TUA through the Monthly Feeding program (see page 9), they are officially considered under TUA's umbrella and no other private or public organization will approach them for any developmental reasons. Priorities will be given to other families who are not covered yet by any other organization to satisfy their basic food and shelter needs. Therefore, a minimum of 0% will be attributed for enhancing health wellbeing, increased social inclusion, enhancing emotional wellbeing and enhancing privacy at their homes.
	Enhanced health wellbeing	0%	
	Increased social inclusion	0%	
	Enhanced privacy at home	0%	
Company Volunteers	Increased self - satisfaction	50%	In addition to volunteering, this outcome might be attributed by so many causes including: doing the things that are enjoyable, feeling loved, ability to

			express one's self, creativity, feeling understood and accepted...etc. Therefore, the attribution for this outcome is high as volunteers might achieve self-satisfaction through any of the above-mentioned causes. However, and as all volunteers noted that their sense of accomplishment and satisfaction was highly impacted by participating in the House Renovation program, I will add a percentage of 50% to be accurate in estimations.
	Developed job-related skills	30%	As those skills help volunteers enhance their performance and achievements at their work, several events attributed to build up job-related skills such as taking specialized courses and training programs. However, and as participating in volunteering programs ensures provide them with practical experience, then attribution will decrease to be estimated at 30%, as having practical experience enhances job skills more than theoretical trainings and courses.
	Enhanced social relationships	50%	Several incidents, activities, events can attribute to enhance social relationships. Therefore, attribution for this outcome is high and can be estimated at 50%
<b>Companies</b>	Enhanced social and environmental responsibility program (CSR)	30%	This outcome can be attributed by another initiative that encourages companies to adopt and enhance their CSR program. However, and as initiatives should be effective with clear impact on the community, the percentage of 30% will be added as not all initiatives/projects can achieve the mentioned outcome.
	Increased employees' loyalty and pride towards companies	25%	As mentioned on page (58), several factors attribute to increase loyalty towards companies, including: increase in employees' benefits, salaries, capacity building and engagement (Mowday et al., 2013). When I asked employees if they got any recent benefits (increase in salary, position, training course) none of them responded that they got it during the study period. However, many employees got several

			<p>trainings and capacity building, and 2 volunteers out of 8 were engaged in some volunteering activities (other than those implemented by TUA), which can contribute to increase loyalty towards the company. Therefore, a percentage of 25% will be added to include the training course and the volunteering activities.</p>
TUA Organization	Increased TUA employees' loyalty and pride towards its mission	20%	<p>As mentioned on page (58), several factors attribute to increase loyalty towards companies, including: increase in employees' benefits, salaries, capacity building and engagement (Mowday et al., 2013). When I asked employees if they got any recent benefits (increase in salary, position, training course) none of them responded that they got it during the study period. However only 1 employee noted that (increasing loyalty can be attributed by another project(s) implemented by TUA but these projects might not be as engaging, effective and rewarding as this program). Therefore, the percentage of 20% will be attributed for these outcomes instead of 33% (representing 1 out of 3 employees).</p>
	Increased volunteers' trust in TUA's role in the community	10%	<p>This outcome resulted from the engagement of volunteers in the community, where they had the chance to learn intensively and closely about TUA's operations and efforts in alleviating poverty. As this outcome might be attributed by participating in another program / activity, I asked volunteers who participated before with TUA in previous volunteering activities, and 2 of 9 volunteers noted that the house renovation program was engaging and the could learn more TUA's operations. The remaining volunteers (7 out of 8) didn't participate in any activity before and therefore the outcome is not attributed by other events. Based on the above, a percentage of 10% will be estimated to reflect</p>
	Long-term partnership with TUA is established	5%	<p>Enhancing the companies' perception towards TUA might not be attributed by another organization other than TUA. Therefore, the minimal attribution</p>

percentage is 5% will be estimated.

### 8.4 Drop Off

For each outcome, a drop-off value was used to account for the diminishing value of the outcome over time. All stakeholders were consulted for drop off during my engagement process and my main question asked was: How long do you think these changes will last? (check Appendices 2-5). Accordingly, percentages included below are based on their answers gathered during my interviewing process.

**Table 16: Drop off Calculation**

Stakeholder	Output	Drop off (%)	Explanation
Families	Enhanced emotional wellbeing	5%	These outcomes are directly related to enhancing houses of poor families; therefore, enhancements should be made every 2-3 years to ensure humidity and mold do not grow again inside their houses and hence enhance health, emotional and social wellbeing.
	Enhanced health wellbeing	5%	
	Increased social wellbeing	5%	
	Increased privacy at home	5%	
Company Volunteers	Increased self-satisfaction	30%	As mentioned on page (37), the drop off of self-satisfaction and self-pride is relative <sup>8</sup> ; it differs from person to another and it depends on how regular they are engaged with local initiatives and support needy families / people. Therefore, we will consider the minimal duration of impact of 1 year, with an estimation of 30%.
	Developed job-related skills	5%	Drop off for these two outcomes is relatively low as these outcomes are long term and can last for several years.

<sup>8</sup> There is a risk in identifying the duration of this outcome as the length is relative and differs from person to another. Therefore, and to avoid the risk of overcalculating, we will consider the minimal duration which is one year. In such cases, sensitivity analysis should take place to ensure accuracy of data, however and as this outcome will not be calculated in this study (see page 52), it is recommended to hold the sensitivity analysis in future evaluative report .

	Enhanced social relations	5%	However, and to avoid over valuation, we have added on page (38-39) that these outcomes will last for around 3 years with an estimated drop off of 5%.
<b>Companies</b>	Increased companies' social and environmental responsibility (CSR) program	0%	Enhancing companies CSR programs is a long-term outcome as companies would integrate this into their business strategy and objectives.
	Increased employees' loyalty and pride towards their companies	30%	As mentioned on page (54), employees will feel proud and loyal as long as their companies implement and engage them in volunteering and CSR initiatives. For this particular project, companies supported houses for one year, and in case companies renew its support for another year, this might increase employees' loyalty. But to limit ourselves for the period of the study, we will consider the minimal duration of impact for 1 year and an estimation of 30% of drop off.
<b>TUA Organization</b>	Increased TUA employees' loyalty and pride towards its mission	10%	As mentioned on page (55), and as employees and volunteers are loyal and proud of TUA's mission and objectives to alleviating poverty in the community, and as the mission is long term and he cause that TUA works for which is supporting poor and underprivileged families. Therefore, these two outcomes are long term and drop off is estimated at 10%.
	Increased volunteers trust in TUA's role in the community	10%	
	Long term partnership between companies and TUA is established	0%	As it is a long-term partnership with TUA, then drop-off is low

### 8.5 Calculating the Impact

Impact for each outcome is calculated through the following steps:

- Multiplying the financial proxy of each outcome by the quantity<sup>9</sup> of outcome (this will give us the total value).

<sup>9</sup> As mentioned before, quantity of outcomes is considering only those whom were actually interviewed and involved in the study, scaling up the data is done on page 77, and we will be using percentages for the quantity rather than actual numbers on the value map to get accurate and proportionate numbers.

- Deducting the percentages of the deadweight, displacement and attribution for each outcome
- Summing the totals of all outcomes together

As outlined on Appendix 7, where all detailed calculations are outlined, it is noted that the total impact at the end of the period of analysis is JOD 6,956.5 (which is around USD 9,939)

## 9. Step Six: Calculating SROI Value

The following calculations and steps have been used to measure the social return of the activities considered in the analysis. Calculations are summarized below, and all details are outlined on the value map presented on Appendix 7.

### 9.1 Projecting into the Future

As we can see in the impact map in Appendix 7, some outcomes last 2-3 years. Therefore, in projecting value into the future, the fact that the monetary value used maybe worth less must be taken into account. Accordingly, the present value has been calculated using a discount rate. We have applied the current Jordan Central Bank interest rate of 4.75% - as of November, 2017 (CBJ, 2017) and it was reflected our calculations.

**The total present value of activities identified by this analysis is JOD 26,380.5 (USD 37,686.6).**

### 9.2 Value of the Social Return on Investment

To derive at the SROI ratio when accounting for future years the following formula is applied:

$$\begin{aligned}\text{SROI Ratio} &= \text{Present Value of Outcomes} / \text{Present Value of Investment} \\ &= \text{JOD } 26,380.5 / \text{JOD } 12,970 = \text{JOD } 2.03 \\ &= \text{USD } 37,686 / \text{USD } 18,528 = \text{USD } 2.03\end{aligned}$$

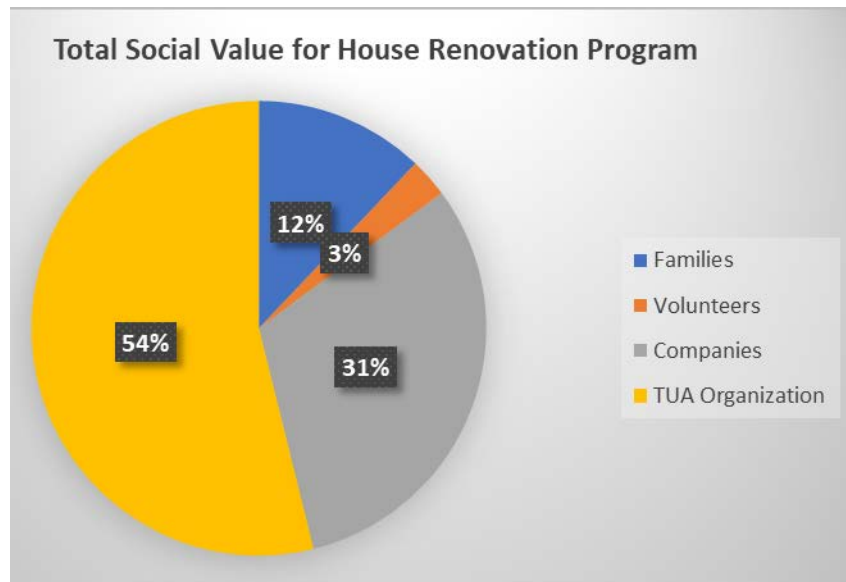
From the calculations, it is noted that for each one JOD invested in the House Renovation program, the SROI found that JOD 2 of social value is created, the same applied for the amount in USD.

The below section provides a discussion and analysis of findings, which ensures that the House Renovation program creates good value for the companies, poor families, TUA employees and the volunteers.

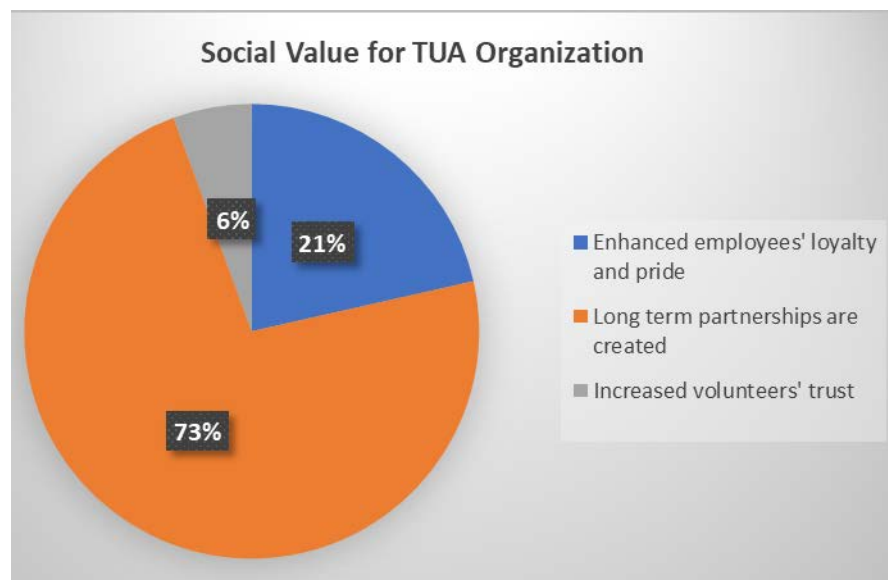
### 9.3 SROI Discussion and Analysis

As illustrated in the diagram below, TUA experienced 54% of the total social value; the greatest social value of all stakeholder groups. Companies come as a second level with 31% of total value, followed by poor families with 12% and finally volunteers with 3% of total value. These results are very realistic and practical; it is a proof for TUA that the House Renovation program is successful and is generating the value needed for the organization. It is also important to note that as TUA's main mission is supporting needy families, this value will be reflected again on the local community to benefit these families. Further discussions and analysis are outlined in the section below.

**Diagram 7: Total Value for Stakeholders**



**Diagram 8: Value for TUA Organization**

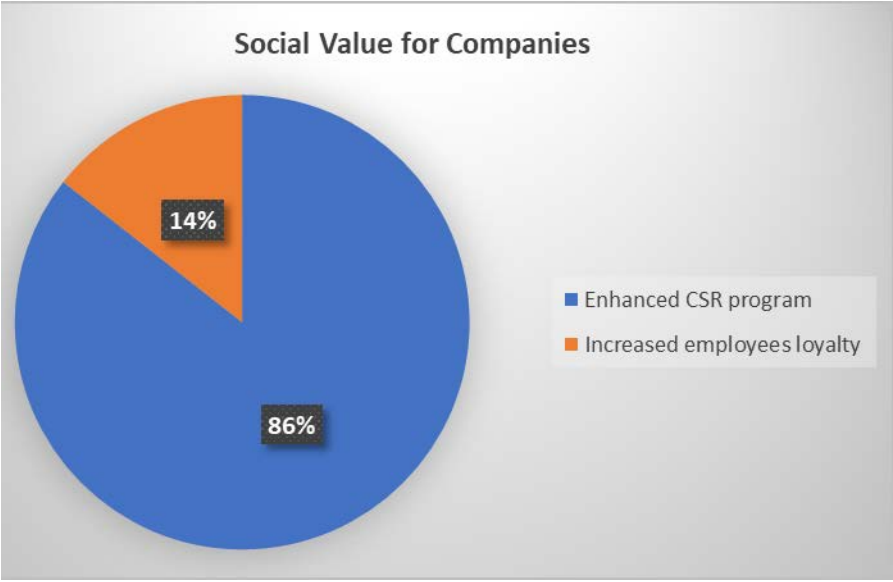




It is noted that creating long term partnerships with companies and organizations generate the greatest value for TUA with a total of 73%, as the impact of this outcome is long-term and has high financial proxy. To ensure accuracy of data and ensure that we do not over-value this outcome, we will hold a sensitivity analysis by reducing the proxy for this outcome (please check page 73). The other outcome that generates value is enhancing employees' loyalty and pride towards TUA's mission with 21% of total value and finally, volunteers can generate 6% of total value. From my personal point of view, volunteers can have stronger values as their commitment, trust and support for TUA is long term, despite the fact that the financially proxy for their outcomes might be a relatively low.

**Analysis and Recommendations:** As outlined in the diagram, TUA should focus mainly on enhancing its relationships with corporates and to commit for long-term partnerships / sponsorships through introducing several volunteering programs, initiatives and activates that engages corporates' employees at different levels. Also, TUA should continue its transparent communications and accountable operations, as during interviewing companies, all of them stressed on the fact that they look for organizations with accountable, honest and professional approach, and this what make companies extend their relations with local organizations. Finally, and as mentioned previously, having TUA get the highest social value indicates that this value will be reflected again on the local community. This is because TUA is a non-profit local organization, and all donations received are directly provided to meet the local communities' and poor families' needs.

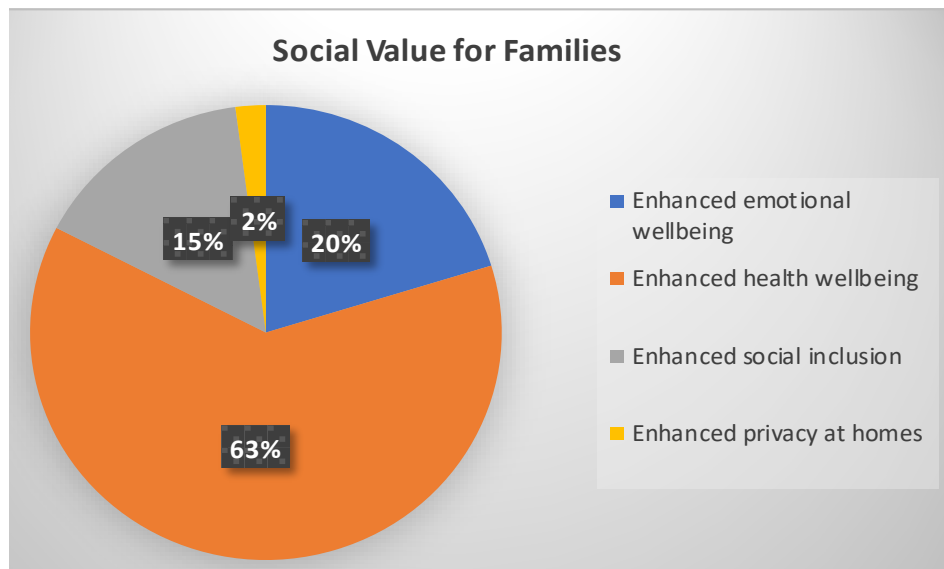
**Diagram 9: Value for Companies**



The second stakeholder group with the highest social value is companies who supported the program with a total of 31% of social value. This value is derived from two material outcomes, which are enhancing companies' CSR program with a high value of (86%) and increased employees' loyalty and pride with (14%).

**Analysis and Recommendations:** In addition to supporting the community, companies will get several benefits from being engaged in the House Renovation program. These benefits include enhancing their CSR program which is reflected on their image, market presence, customers and employees’ retention, loyalty, personal and professional development and excel internal operations. This result is an excellent tool to be used by TUA to encourage more companies to support the House Renovation program due to the great impact and value that it creates on the companies’ operations, performance and reputation.

**Diagram 10: Total Value for families**

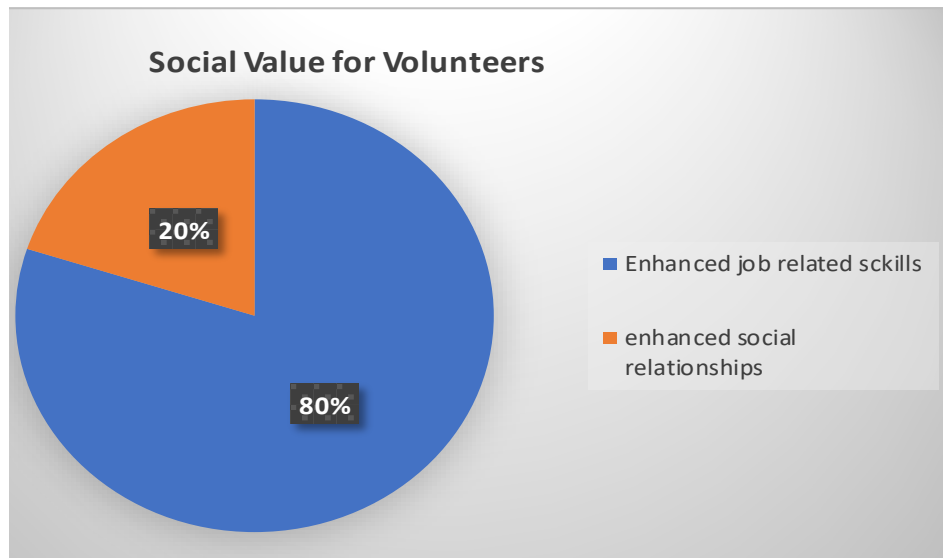


Poor families come at third place with a total value of 12%. Enhancing their health wellbeing has the highest impact with 63% value, then comes the emotional wellbeing with 20% and social inclusion with 15%. The last outcome is enhancing privacy as it has low financial proxy.

**Analysis and Recommendations:** This finding goes strongly with the objective of the program, which is to enhance poor family members’ living conditions, health and emotional wellbeing and satisfaction. In my opinion, the relatively low value of the families’ outcomes is attributed to the low value of the financial proxies related to each outcome (despite the fact that the quantity of change is high). This low value in financial proxy is an exact reflection for the families’ ability to pay / contribute to make a change. For instance, the “Enhancement in social inclusion” outcome is measured by the amount of money that poor family members pay for their social activities, which is expected to be low. The same goes for enhancing privacy at home, which is estimated at their ability to pay to change their situation.

To assess validity of this assumption, a sensitivity test will be held for the financial proxies of the families’ outcomes (see page 72).

**Diagram 11: Value for Volunteers**



As for the last group with the least social value is volunteers with only 3% of total value. Enhanced job-related skills is the main outcome with the highest social value of 80%, followed by enhancing social relationships and inclusion with a total of 20%.

**Analysis and Recommendations:** The above results show the real impact that volunteering programs leave on volunteers, which is to build up their personal and technical skills that will, at the end, help them get better jobs and enhance their living standards. This result should be considered by volunteers to further participate in activities that can enhance their skills at the personal and professional levels. Moreover, TUA can shed light on this aspect/benefit of volunteering during their communications process with volunteers and employees.

## 10. Step Six: Sensitivity Analysis and Verification

This section outlines the sensitivity analysis and verification process undertaken to ensure that our procedures are aligned with the seven SROI principles.

### 10.1 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 aim of this analysis is to test which assumptions have the greatest effect on the adopted model. It also ensures that small, potential changes in the way the SROI has been developed do not significantly affect the final analysis.

In all instances, the development of the SROI model involved from professional judgement and consultation with relevant stakeholders in the use of assumptions. Therefore, to understand the sensitivity of the model, a number of variables were changed to see their influence on the SROI ratio.

The variables that will be analyzed are those that entail a wide range of values in their financial proxies and duration of outcomes, and therefore we used the average amounts in the impact map, which adds a risk to the accuracy of these numbers/assumptions. Accordingly, following are the aspects that will be analyzed, highlighting the outcome and the relevant stakeholder:

1. Financial proxy for all Poor Families' outcomes (see page 70)
2. Financial Proxy for TUA's Outcome (Establishing Long-Term Partnership with Companies) (see page 69)
3. Financial proxy for companies' outcome (Enhancing Companies' CSR Program) (see page 69)
4. Deadweight and attribution for the companies' outcome "Enhance companies' CSR program" ( see page 58, 62)

#### 10.1.1 Financial Proxy for Poor Families' Outcomes

As outlined on page 70, poor families experience relatively low value of total SROI, accordingly, we are holding this analysis to test the assumption of attributing the low SROI to the low value of the financial proxies for each outcome, which reflect the families' actual ability to pay.

**Table 17: Sensitivity Analysis for Families' Financial Proxy**

Variable	Current Application	Sensitivity Analysis	SROI Ratio
Enhanced families' emotional, health, social wellbeing and	Total financial proxy for all families' outcomes is JOD 1,805	Increase financial proxy by 100% to reach JOD 3,610 to assume the increase in families' ability to pay	2.3 compared to 2.0

privacy at homes		to further enhance their wellbeing and living standards	
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**Conclusion:** The above assumption is valid; as in case of increasing financial proxy, total SROI value for families increased from 12% to 22% compared to other stakeholder groups. Also, having 100% increase in proxies resulted in increasing SROI value by (0.3). These facts ensure that sensitivity of our data is low and they are accurate.

### 10.1.2 Financial Proxy and duration for TUA’s Outcome (Establishing Long-Term Partnership with Companies)

As TUA experiences 54% of the total social value; the greatest social value of all stakeholder groups, an analysis will be done for the outcome related to (establishing long term partnership with companies) as it has the highest financial proxy and is responsible of the highest social value for TUA. This will be done to ensure the accuracy of data and reduce risk of over-calculations.

**Table 18: Sensitivity Analysis for TUA’s Financial Proxy**

Variable	Current Application	Sensitivity Analysis	SROI Ratio
Increase in companies’ donations to TUA due to long term partnerships	Each company donated around JOD 6,400 to support TUA’s programs for 5 years	We will reduce the amount of support for TUA programs by 97% to reach 192 JOD, and will reduce the duration to 1 year	1.24 compared to 2.03

**Conclusion:** It is noted that if we dramatically reduced the financial proxies for establishing a long-term collaboration with companies, social value will decrease around 0.8 to reach 1.24 compared to 2.03. This gives us more trust in the current proxies and reduces the risk of the widely varying proxies and the average outlined in the impact map is accurate (see page 54).

### 10.1.3 Financial Proxy for Companies’ Outcome (Enhancing Companies’ CSR Program)

As companies experience 31% of total social value; the second greatest social value of stakeholder groups, an analysis will be done for the outcome (enhance companies’ CSR program) as it has the highest financial proxy and is responsible for the high social value for companies. This will be done to ensure accuracy of data and reduce risk of over-calculations.

Change in companies’ overall spending on CSR activities	Each company donated around JOD 7,000 to support CSR activities	We will reduce the amount donated to support CSR activities by 97% to reach 210 JOD	1.51 compared to 2.03
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**Conclusion:** It is noted that if we dramatically reduced the financial proxies for enhancing CSR programs for companies, social value will decrease around 0.53 to reach 1.51 compared to 2.03.

This gives us more trust in the current proxies and reduces the risk of the widely varying proxies and the average outlined in the impact map is accurate.

#### 10.1.4 Deadweight, Attribution for “Enhancing Companies’ CSR Program” Outcome

A test was made to check the variation in SROI in case there might be other organizations or programs that **attribute** to enhance companies’ CSR programs.

**Table 19: Sensitivity Analysis for the Deadweight, Attribution and Drop Off for Companies**

Variable	Current Application	Sensitivity Analysis	SROI Ratio
Change in deadweight and attribution of the outcome	Enhancing CSR program holds a 30% in deadweight and 30% in attribution	Change in deadweight and attribution by 100% to reach 60% of deadweight and 60% of attribution	1.67 compared to 2.03

**Conclusion:** The above table illustrates that even by increasing the deadweight and attribution of the companies’ outcome (enhance companies’ CSR program), the decrease in ratio is minimal, which gives us more trust in the current assumptions.

#### 10.2 Avoiding Risk of Overclaiming

To avoid over-claiming, a number of approaches were adopted in the analysis report, including:

- Amount of Change: Data on the amount of change were obtained through phone interviews and face-to-face conversations with all stakeholders. In case of any doubts, consultations with TUA employees took place to reassure numbers obtained.
- Materiality of outcomes: A materiality assessment was undertaken based on the AccountAbility AA1000AS standards to assess the relevance and significance of the change, and only those deemed material were included (see page 45).
- Chain of events: An analysis for the causality of impacts and consequences were implemented ensuring to measure and assess the last major outcome in the chain.
- Professional judgement: Where data was not available regarding discount factors such as deadweight and drop off, conservative assumptions were made based on previous experience. A sensitivity analysis was also undertaken to understand the influence that these assumptions had on the analysis.
- Average amounts for Financial proxies: In case of significant difference in the financial proxies, sensitivity analysis was held to ensure that no wide variations take place on our SROI value.

### 10.3 Verification and Assurance

Main information included in the report were verified by TUA employees and the Director General through a skype meeting (See Appendix 8). The report was sent to him to review and then a phone call was held to discuss thoroughly the following points:

- Material stakeholder groups: The Director General and I discussed reasons of excluding one of the material stakeholder groups from this study (local CBOs), we also discussed the plan to include them in other coming SROI reports.
- Outcomes: The Director General reviewed all outcomes and provided valuable amendments and feedback which were already included in the study.
- Valuation: The Director General reviewed indicators and valuation for outcomes and provided valuable amendments and feedback which were already included in the study.
- Final SROI calculation: We have also gone through the final calculations for the SROI ratio and discussed its implications. He noted that he found results really interesting as they match exactly the main objective of the report, which is to show the value of the House Renovation program on the companies and families. Which is directly reflected also in our results.

## 10.4 Scaling up the Results

As mentioned on page (68), the analyzed SROI value (2.03:1) was derived from accurate information and data taken from the interviewed sample of stakeholders. As this is a forecast report, we can scale up the amount of change based on evidence attributed from the interviewed sample to include the whole groups of stakeholders involved in the House Renovation program during the period (from January 2016 – May 2017).

Details of scaling up the SROI value is outlined in the following tables below (table 20, 21). It includes scaling up the input values, quantity of change (in terms of total number of people engaged in the program) and the value of change for only Poor Families and Volunteers. This is because we have interviewed the whole sample of the remaining stakeholders (companies and TUA) and included all their data and values into the study.

### 10.4.1 Scaling up the Input

The table below outlines the input of stakeholders engaged in the study, noting that the below table will include all stakeholders engaged in the program.

**Table 20: Scaling up the Input Values**

Stakeholders	Input/Investment	Current Input Value	Scaled-Up Input Value
<b>Beneficiary Families</b>	NA (no input was added by the beneficiary families)	NA (no input was added by the beneficiary families)	NA (no output was added by the beneficiary families)
<b>Company Volunteers</b>	Time and efforts - Transportation  - Personal donations (by few volunteers)	<b>JOD 809.8 for 9 volunteers</b>	<b>JOD 1,620 for 18 volunteers.</b>  We assumed that volunteers will have relatively the same input represented in time, efforts, transportation and other personal donations
<b>Private Sector companies</b>	-In-kind donations -Cash donations - Transportation	<b>JOD 10,705</b>	We will have the same amount for the inputs of companies and TUA organization as we have engaged all sample of companies and TUA employees in this study and analysis.
<b>TUA Organization</b>	-Coordination efforts before, during and after the activity  - Transportation of employees	<b>JOD 1,455</b>	



## 10.4.2 Scaling up the Outcomes (Quantity, Proxy and Value)

**Table 21: Scaling up the Outcomes Values**

Stakeholders	Outcomes	Scale up the Quantity		Scale up the Value	
		Experienced By (those who were interviewed)	Scaling up the to the Whole Sample	Original Value	Scaled up Value
Families  Total beneficiaries (52 family members)	Enhanced emotional wellbeing	11 family members out of 15 (around 73%) mostly <b>parents and youth.</b>	It can be predicted that 73% of all family member (52) also experienced this outcome, as the other members are mostly parents and youth.  Total: 73% of the 52 is around 38	JOD 315	We will have the same amount of JOD 315
	Enhanced health wellbeing	9 family members out of 15 (around 60% of all members) mostly <b>children</b>	It can be predicted that 60% of all family members also experienced enhancing in health wellbeing.  Total: 60% of the 52 is around 31	JOD 1,180	We will increase the amount by 10% as the other (not-interviewed) families live in rural and remote areas, so they might encounter more often sicknesses and allergies. The new amount will be JOD 1,300
	Increased social inclusion and satisfaction	10 members out of 15 (around 67%) mostly <b>parents and youth.</b>	It can be predicted that 67% of all family member also experienced enhancing in social inclusion.  Total: 67% of the 52 is around 35	JOD 260	We will have the same amount of JOD 260
	Increased privacy at home	7 members out of 15 (around 47%) mostly <b>youth and parents</b>	We will increase the quantity by 10% as several (not-interviewed) families has huge number of members living in the same house so amount will increase to be	JOD 50	We will have the same amount of JOD 50 as those families do not have the capability

			52%. Total: 52% of the 52 is around 27		to pay more
Company Volunteers  Total Volunteers <u>(18)</u>	Developed job-related skills	3 volunteers out of 9 (around 33%)	We will apply the same quantity of 33%.  Total: 33% of the 18 is 6	JOD 1,476	We will have the same amount for those outcomes as volunteers mainly come from the
	Enhanced social relations	4 volunteers out of 9 (around 44%)	We will apply the same quantity of 44%.  Total: 44% of the 18 is 8	JOD 364	same backgrounds and levels are they are corporate volunteers.

From the above, and after applying these values into the value map, it can be noted that the scaled up SROI value is estimated to be 1:1.93 which represents a very slight decrease in the value.

## 11. Recommendations

Based on the report's results and conclusions, the following recommendations are provided to each stakeholder group:

- For families: During the sensitivity test, it was noted that increasing financial proxies has increased total SROI created. Therefore, TUA should provide more support for families focusing mainly on enhancing their social, health and emotional wellbeing. As these have the highest impact on families.
- For Companies: Companies should focus more on engaging their employees in several volunteering activities, as it will reflect on their loyalty for the company and will enhance their leadership and teamwork skills, which will also reflect positively on their productivity and internal operations. Also companies should consider enhancing more their CSR program and their collaboration with the local community.

In future studies, we can discuss the possibility of considering a new evidence for companies which is related to the enhancement in operations and profits as a result of being engaged in CSR programs. However, this cannot be considered now as these outcomes are long term and measurement might not be accurate after 1 year of adopting CSR programs. But it is something to be considered in future analysis.

- For Volunteers: TUA can show the value created by volunteers in terms of real change made by them on poor families' lives, wellbeing and satisfaction. In addition, TUA can illustrate the fact that participating in this program can also enhance their leadership and job-related skills and change their life values which can also impact their personal and professional lives in many aspects including increase in self-confidence, teamwork, positivity and leadership.
- For TUA management: they should focus on the projects that enhance the families' emotional wellbeing, as it was noted that it has the highest value, along with focusing on projects that enhance their health wellbeing.

Moreover, TUA should ensure to engage more companies, highlighting the social value of this program on enhancing their CSR programs, which entails many benefits and value created for the organization, and consequently on the local community.

These results will be used by TUA during its sponsorship efforts to secure more funding for the House Renovation program. It will also be used as a baseline to measure the social impact of other programs to analyze their value. It is also important to note that TUA is the first NGO in Jordan that issue such report, which will be a pilot for other organizations.

## 12. Appendices

### Appendix 1: Stakeholders Materiality Analysis

The materiality analysis outlines if each stakeholder group impacts or is impacted by TUA’s current or future social and economic performances.

Stakeholders	Does this group influence your		Is this group impacted by your		Will they strongly influence or be strongly influenced in the future?	Total	Material Result
	Social performance	Economic performance	Social performance	Financial performance			
Poor families	100%	100%	100%	100%	100%	100%	Material
Volunteers	100%	100%	80%	80%	100%	92%	Material
Supporting companies	100%	100%	100%	100%	100%	100%	Material
TUA employees	100%	100%	100%	100%	100%	100%	Material
Local CBOs	80%	80%	80%	80%	100%	84%	Material
Healthcare Centers	20%	20%	60%	60%	40%	40%	Not Material
Ministry of Social Development	50%	20%	60%	30%	60%	44%	Not Material
Contractors	5%	5%	80%	5%	30%	25%	Not Material
Volunteers’ families and friends	20%	80%	80%	20%	40%	48%	Not Material

## Appendix: 2 Families List of Questions

1. What are the problems faced before renovating your house from the health perspective and social issues?
2. How much do you have to pay on monthly basis on house related issues?
3. How much is the rent for the house?
4. What were your expectations when TUA informed you that they will renovate your house?
5. How did you feel when you saw volunteers renovating your house?
6. What are the real impact and change after renovating your house on your-self? Positive or negative
7. What are the real impact and change after renovating the house on your kids and wife?
8. Explain changes took place from the health aspect?
9. Any social issues changed? (Privacy, Satisfaction, ...etc)
10. Any financial issues changed? (no need to pay for health issues or social issues)
11. Any proof that these changes took place?
12. In general, how is the support for TUA has impacted your life?
13. Were you approached by any organization, NGO or individual to renovate your house?
14. How long do you think the changes will last?
15. Was the enhancement in your social situation will happen anyway?
16. Was the enhancement in your health situation will happen anyway?
17. Is there any negative comment or something that you would prefer to be implemented differently?
18. Do you have any recommendations to enhance the implementation of the project in the future? What would you do differently to see better results?

### Appendix 3: Volunteers' List of Questions

1. What was your main driver to volunteer?
2. What were your expectations?
3. How many times did you volunteer for this project?
4. How many hours you volunteered each time?
5. What other input you did for the program?
6. How would you value your volunteering time (Value your volunteering time in JOD)
7. What mainly impacted you during volunteering House Renovation?
8. Is there any negative impact / change?
9. What mainly impacted you after volunteering? More loyalty, sense of commitment, self-satisfaction, ...etc?
10. How would you value this change (in JOD)?
11. Give me an evidence for this change
12. Do you think these changes would have happened anyway?
13. How long do you think these changes will last?
14. Did you volunteer again with TUA? Why?
15. Did you volunteer with other organization? What was it and the frequency
16. Did the image/perception of TUA was impacted after you volunteered? How?
17. Have you increased your donation to TUA after your volunteered? Why?
18. Do you have any recommendations to enhance the implementation of the project in the future? What would you do differently to see better results?
19. Who do you think are main stakeholders in this project?

## Appendix 4: Supporting Companies' List of Questions

1. How did you know about the program?
2. Do you have a special CSR program and budget?
3. What was your main driver to support and donate?
4. What were your expectations?
5. How much did you donate to renovate the house?
6. What other input you did other than volunteering and donating?
7. What mainly impacted you during volunteering House Renovation?
8. What did you feel about the whole support? Did you sense any change in their loyalty, pride,..etc?
9. How long do you think the outcomes will last?
10. Did you support TUA again? Why?
11. If not, are you thinking to support them again?
12. After you completed this activity, are you planning to increase your CSR initiatives/budget in the future?
13. Did the image/perception of TUA was impacted after the collaboration?
14. Do you have any recommendations to enhance the implementation of the project in the future? What would you do differently to see better results?
15. Was there any negative impact?
16. Who do you think are main stakeholders in this project?
17. Identify drop off, displacement, deadweight and attribution?

## Appendix 5: TUA Employees List of Questions

1. How many employees are engaged in this program? What are their roles?
2. What was the employees' engagement (input)?
3. Who are the main stakeholders involved in this program?
4. How do you feel about the program?
5. What changes did the program made for you?
6. How long do you think this change will last?
7. Do you think these changes would have happened anyway without the program?
8. Is there a similar program that you managed similar to this one?
9. What do you think are the impacts on volunteers and companies?
10. What did they do exactly?
11. Do you think companies volunteered again or supported you again after this program?
12. What is the role of the ministry of development?
13. How you made sure that volunteers will do the job properly without contractors?
14. Are the 45 volunteers or contractors?
15. Success story before and after
16. What do you think is the role of the Ministry of social development?
17. Can I contact contractors?
18. How long do you think changes will last for volunteers, families and companies?



**Appendix 6: Materiality Test for Outcomes (Check Attached Excel Sheet)**

**Appendix 7: SROI Calculation (Check Attached Excel Sheet)**

## Appendix 8: Verification Letter from TUA Director General

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**26<sup>th</sup> October, 2017**

Attn: Social Value UK  
Graeme House  
Derby Square  
Liverpool  
L2 7ZH  
United Kingdom

### **To whom it may concern,**

This letter is a verification that Mrs. Khulood Hindiyeh and I discussed the below points related to her project "Measuring SROI on a House Renovation Project" in which she tackled one of the volunteering programmes at Tkiyet Um Ali, where volunteers renovate houses of beneficiaries from TUA's Sustainable Feeding Programme. The points below were discussed through skype phone and all information related was reviewed:

- Identifying Stakeholder groups
- Theory of Change (outcomes)
- Indicators
- Valuation
- Final SROI analysis

I would like to confirm that all information provided in the report is valid, transparent and not over claimed.

Please contact me at [samer.balkar@tua.jo](mailto:samer.balkar@tua.jo) for any additional information.

**Sincerely,  
Samer Balkar  
Director General  
Tkiyet Um Ali**



**TKIYET UM ALI**  
FOOD FOR LIFE

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