



# SunnyRush Community Workshop

- A Platform for Rush-weaving Enthusiasts

## Social Return on Investment (SROI) Evaluation Report



By : PENG, HSIN-YEN  
August, 2019



Soil and Water Conservation Bureau  
Council of Agriculture, Executive Yuan

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## **Acknowledgments**

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## Summary

The SunnyRush Community Workshop - A Platform for Rush-weaving Enthusiasts project was proposed by Yi-Ya Liao, a member of the SunnyRush team, to be part of the Soil and Water Conservation Bureau (SWCB)'s Rural-Young Project. The use of rushes was the main focus of the SunnyRush project, the implementation of which covered five major areas: product development, brand management, environmentally-friendly farming, documenting weaving methods, and education.

This study adopts the SROI methodology to review the social impact of the SunnyRush Community Workshop - A Platform for Rush-weaving Enthusiasts project for the period August 1, 2016 to August 31, 2018 from the perspective of stakeholders. After meeting with stakeholders, it was found that the main impact of the project lay in its ability to attract the younger and the middle-aged generations and get them to learn rush-weaving, to cultivate rush-weaving instructors; and by compiling weaving methods in a systematic and graphical way, helping more people to become aware in an easy-to-understand way of a craft that has been passed down for more than 200 years. In addition, the project combined culture with creativity to enhance the value of the rush industry and to stimulate the local economy and create employment opportunities.

A comprehensive survey and analysis of this study shows that the SunnyRush Community Workshop - A Platform for Rush-weaving Enthusiasts project has created the equivalent of NT\$2.40 in social value for every NT\$1 invested. The sensitivity analysis placed the result between NT\$1.55 and NT\$16.37. We also discussed the result and the stakeholder feedback received during the process of the study with the SunnyRush team and SWCB, the agency that subsidized the project, in order to look for ways to improve and optimize the project. This was intended to allow adjustments and corrections whenever needed during the implementation process, and to maximize the project's impact, social value, and benefits.

## **Chapter 1      SunnyRush**

In the past, the area around Yuanli in Miaoli County and Dajia in Taichung City flourished because of the rush industry. However, as the industry went into decline, the traditional craft of rush-weaving gradually disappeared along with it, as fewer and fewer people learned the skill. The SunnyRush team came into being with the intention to preserve the rush industry, and it is their hope to continue the craft and culture of rush-weaving on five fronts: product development, brand management, environmentally-friendly farming, documenting weaving methods, and education. The impact of the project lay in its ability to attract the younger and the middle-aged generations and get them to learn rush-weaving, to cultivate rush-weaving instructors; and by compiling weaving methods in a systematic and graphical way, helping more people to become aware in an easy-to-understand way of a craft that has been passed down for more than 200 years. In addition, the project combined culture with creativity to enhance the value of the rush industry and to stimulate the local economy and create employment opportunities.

### **SECTION 1      ORIGINS**

While Yi-Ya Liao was still an undergraduate, she came into contact with the rush-weaving industry through a summer job. After she graduated, she joined the Community Development Association to promote the industry. After local organization work for three years, Yi-Ya Liao realized that young people should try to find their own position in the industry and not rely solely on community organizations to pay their salaries. Otherwise, once the older generation of rush-weavers retired, the industry would disappear along with them. During her contact with the rush-weaving industry, Yi-Ya Liao discovered some problems it was facing, such as (1) a shortage of rush-weavers, (2) long work hours, high production cost, and lack of awareness about rush-woven works on the consumers' part, (3) lack of collaboration between organizations, (4) limited paths to receive training, (5) lack of systematic teaching methods in handing down the rush-weaving craft, and (6) lack of rushes planters and no stable supply of quality raw material.

Creating economic value and a sound environment for the industry is key to preserving traditional craftsmanship for the future generations. Therefore, in November 2016, Yi-Ya Liao and her partner Yi-Shen Lee founded the SunnyRush brand. Their vision is to create sustainable lifestyle designs that merge the past with the present. By adding value through design and through products handcrafted by local craftswomen, SunnyRush has realized its goals of being environmentally friendly, giving reasonable purchase prices, and ensuring that the craft will be passed down, all in the spirit of mutual benefit. What they wish to present to consumers is a wonderful lifestyle that is warm, authentic and sustainable. SunnyRush's business activities encompass brand management, marketing, creation of rush-woven products, documentation of weaving methods, education, industry tours, environmentally-friendly rush-farming, and so on. The SunnyRush team hopes to attract middle-aged and younger generations to get into rush-weaving through a more comprehensive industrial operation, and to stimulate the rush industry chain that once thrived along the coast of Central Taiwan.

## SECTION 2 SCOPE OF REPORT

This report assesses the social impact of the SunnyRush team, who applied to have their project be part of the Rural-Young Project founded by the COA's Soil and Water Conservation Bureau (below, the SWCB). The name of their project is SunnyRush Community Workshop - A Platform for Rush-Weaving Enthusiasts. The principal investigator is Yi-Ya Liao, and hereinafter the project and the team will be referred to simply as SunnyRush.

This report evaluated the project's input and activity period from August 1, 2016 to August 31, 2018. During the evaluation period, the SunnyRush team primarily conducted activities in the following five areas:

- 1.Product development: Production of rush-woven products, research and development, product improvement, and design collaboration.
- 2.Brand management: Establishing product tracing, making environmentally-friendly procurement, and enhancing industry value.
- 3.Environmentally-friendly farming: Promotion of environmentally-friendly and organic ways of planting rushes.
- 4.Documenting weaving methods: Keeping documents of rush-weaving methods and developing teaching materials.
- 5.Education: Rush-weaving lessons for the public, instructor enhancement training, and training for women from disadvantaged groups.



Product Development



蘭子

Brand Management



Environmentally-Friendly Farming



Documenting Weaving Methods



Education

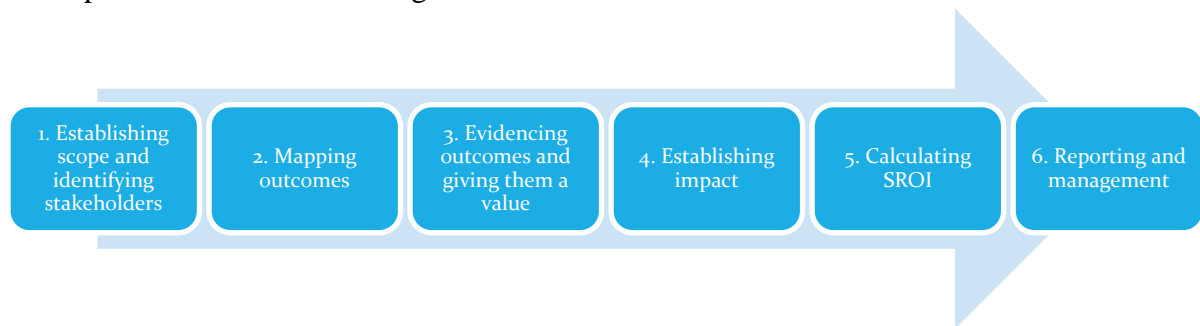


## Chapter 2 SROI Framework

### SECTION 1 ANALYTICAL FRAMEWORK

In this report, we have followed “A Guide to Social Return on Investment” (2012 edition; hereinafter referred to as the “SROI Guide”) published by the British government, as the basis of our analytical framework. Based on the actual data from interviews with the stakeholders during the assessment period, the changes and impacts that occurred for the stakeholders in that time served as the basis for evaluation of the project’s social impact.

We carried out each step of the research analysis in accordance with the description and framework design of the SROI Guide:



1. Establish a scope for the report and list the stakeholders.
2. Through stakeholder engagement, list the impacts and changes that the project has brought about for them.
3. Design indicators to identify whether the impacts and changes have indeed occurred; after engaging with stakeholders again, select the appropriate financial proxy to measure impact and changes.
4. Adjust the value of impact and changes through four adjusting factors.
5. Calculate the net present value of impact using the discount rate, and then calculate the SROI ratio.
6. Confirm the results of the assessment and the SROI ratio with the stakeholders again, and then disclose the final results in the report.

### SECTION 2 LIMITATIONS AND DESCRIPTION OF THE STUDY

Under the SROI framework, abstract, narrative or non-quantitative indicators are priced. Using the assumed variables as adjusting factors (such as deadweight and drop-off), the generated values are derived from the perceptions of the stakeholders and not the traditional models of predictive financial analysis. As a result, the SROI rates of this project are inapplicable for comparison with figures from a different project. In view of the reasons stated above, apart from the SROI outcomes, we should publicly disclose the SROI report in a responsible manner and openly explain the outcomes as well as the processes of calculation and derivation. It is also necessary to list the various assumptions and sensitivity analysis used in the process. It is hoped that the users of the report will be able to understand this project and its social value with the complete information provided, from which the basis for activity management and maximizing social value and other decisions can be derived.

In addition, the research progressed in accordance with the seven principles of SROI. The limitations of the study will explained in the following section.

<b>Principle</b>	<b>Limitations of the Study</b>	<b>Possible Effects on SROI Outcomes</b>	<b>Response Method</b>
I. Involve stakeholders	There are many types of stakeholders, some of whom cannot be contacted and engaged with.	Underestimation or overestimation	Use different methods (face-to-face interviews, telephone interviews, questionnaire surveys, etc.) to engage with different types of stakeholders.
II. Understand what changes	A small number of stakeholders cannot clearly express the impact or changes they have experienced.	NA	Using the literature as an aid, discuss with experts and scholars, and ask friends and relatives of the stakeholders regarding what they have observed.
III. Value the things that matter	Most stakeholders are unable to value the things that matter at first.	NA	Discuss with stakeholders multiple times, and assign value to outcomes by using the Value Game.
IV. Only include what is material	There are many types of stakeholders; stakeholders believe that all outcomes are important.	Underestimation or overestimation	List direct and indirect stakeholders, and only include those who have significant impact; rank and consider stakeholder outcomes according to their degree of impact and how that changes throughout the process as well as their importance
V. Do not over-claim	A small number of stakeholders have a large statistical population, but only a small percentage of them can be engaged.	Underestimation	Only include the number of people who have been engaged; do not extrapolate figures to include the total population; the outcome value and

<b>Principle</b>	<b>Limitations of the Study</b>	<b>Possible Effects on SROI Outcomes</b>	<b>Response Method</b>
			adjusting factors are all calculated as a weighted average.
VI. Be transparent	The information within the complete impact map of the report may not be clear due to layout restrictions.	NA	Openly explain the outcomes as well as the calculation and derivation processes in the report.
VII. Verify the result	Due to time constraints, not all of the stakeholders in the study are invited to participate in the verification of results.	NA	Sample representatives of each type of stakeholder to verify the results; use the literature as an aid to discuss with experts and scholars.

# Chapter 3      SROI Analysis and Implementation

## SECTION 1      STAKEHOLDER

### I.      Identifying Stakeholders

Based on the objectives of the project, and in consideration that all the people involved in project implementation had to be identified, listed, and categorized, the stakeholders of the SunnyRush team project were divided into five categories: “Materials”, “Skills”, “Courses/Events”, “Distributor” and “Subsidies”. Then, all the stakeholders in each category were listed by type, and potential stakeholders were divided into two groups depending on their level of impact:

- Influencers with direct contact: The SunnyRush team came in direct contact and connected with these stakeholders, including rush farmers in the “Raw Materials” category; the rush craftspeople and straw hat/mat vendors in the “Skills” category; rush weavers-in-training, undergraduate research interns, and event participants in the “Courses/Events” category; distributors in the “Distributors” category; and the Council of Agriculture Soil and Water Conservation Bureau and the Ministry of Culture in the “Subsidies” category.
- Influencers with indirect contact: As a result of changes experienced by influencers with direct contact, this category of stakeholders may potentially experience changes as well. This category includes the communities in which the project is located, other local rush-weaving organizations, schools, and consumers.



(I) Scope of Stakeholders

In addition, we referenced the guidelines in the AA1000 Stakeholder Engagement Standard (2015) and adopted five principles for the following analysis and judgments on stakeholders who were in direct or indirect contact with the SunnyRush project. Initial identification of the scope of potential stakeholders was performed:

<b>Stakeholder</b>	<b>Principle<sup>1</sup></b>	<b>Description</b>
Rush farmers	Dependency, responsibility, tension, and influence	Rush farmers have an organization that regularly makes purchases from them, so they are directly affected economically.
Rush craftspeople	Dependency, responsibility, tension, and influence	To the rush craftspeople, their relationship with SunnyRush is one of economic dependence and tension. They collaborate with and have responsibilities towards SunnyRush; they also have a direct impact on the operations of SunnyRush.
Straw hat/mat vendors	Dependency, responsibility, and influence	The straw hat/mat vendors depend on SunnyRush for their supply of hats; they also accept hat-blocking orders from SunnyRush, so they have a certain degree of impact on the operations of SunnyRush. By collaborating with these vendors, SunnyRush also has responsibilities towards them as a business partner.
Rush weavers-in-training	Dependency, tension, and influence	The rush weavers-in-training are dependent on SunnyRush since they rely on the team's weaving courses to learn a skill. By using what they have learned, they can earn an income, so there is tension in their relationship to SunnyRush. They are also influenced in that they may work with SunnyRush in the future.
Undergraduate research interns	Dependency	The undergraduate research interns learn rush-weaving skills from the members of SunnyRush, and create rush-themed graduation projects, so they are dependent on the SunnyRush team.
Event participants	Dependency and influence	At events held by SunnyRush, the event participants are stakeholders who are directly affected by the events, and they may be influenced by the team.

<sup>1</sup> AA1000 Stakeholder Engagement Standard (2015) 3.3.2 Stakeholder Identification (p.17)

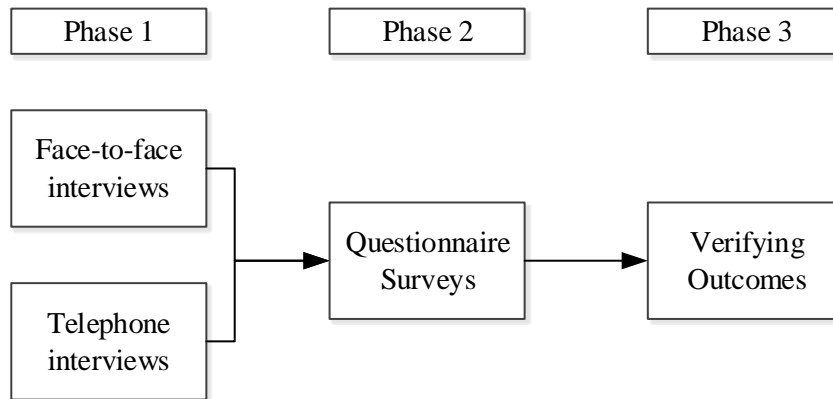
<b>Stakeholder</b>	<b>Principle<sup>1</sup></b>	<b>Description</b>
Distributors	Dependency, responsibility, and influence	Distributors are economically dependent on SunnyRush; SunnyRush has commercial and legal responsibilities towards them, as well as influence on the members of the distributors.
COA Soil and Water Conservation Bureau	Responsibility, influence, and diverse perspectives	As the main sponsor and advising agency, SWCB has legal and managerial responsibilities towards SunnyRush. SWCB influences the SunnyRush team's thinking and management; the team's operations and performance also influence SWCB policy formulation.
Ministry of Culture	Responsibility, influence, and diverse perspectives	As a sponsor, the Ministry of Culture has legal and managerial responsibilities towards the SunnyRush team, and may influence the orientation of SunnyRush plans. The team's operations and performance may also influence the Ministry of Culture.
Communities	Diverse perspectives	The SunnyRush team promotes environmentally-friendly farming, which may have an impact on the community's environment.
Other local rush-weaving organizations	Diverse perspectives	As the SunnyRush team conducts events related to the culture of rush use and the rush industry in the local area, this may affect other local rush-weaving organizations.
Schools	Diverse perspectives	As schools invite the SunnyRush team to establish courses, this may influence the schools' curricula or add to school diversity.
Consumers	Influence and diverse perspectives	Consumers buying SunnyRush products may potentially influence themselves or the SunnyRush team.

## II. Stakeholder Engagement

### (I) Engagement Phase

Engagement with the stakeholders was divided into three phases, namely interviews, questionnaire surveys, and outcome verification. We conducted the first phase of interviews via telephone or face-to-face, and then designed a questionnaire based on the results of the preliminary interviews to conduct the second phase, which is the questionnaire survey. The questionnaire was widely distributed to all stakeholders

in order to fully understand the changes and impact they had experienced. Finally, the results of the questionnaire survey were verified with the stakeholders, the literature, and experts and scholars in the third phase, to confirm that the results were not biased and reflect the actual situation. For details, please refer to the section about the verification of outcomes in Chapter 4, Section 3. The steps of the engagement phase are as follows:



## (II) Number of People Engaged

Stakeholder	Total population/unit	Phase 1 Interviews	Phase 2 Questionnaire Surveys	Phase 3 Verifying Outcomes	Total Number of People Engaged <sup>2</sup>
SunnyRush Team	6	3	6	2	6
Rush craftspeople	32	8	8	4	9
Rush weavers-in-training	6	5	6	1	6
Straw hat/mat vendors	2	1	1	1	1
Rush farmers	4	2	2	1	2
Schools	7	1	2	1	2
Event participants	1315	3	26	1	29
Undergraduate research interns	3	1	3	1	3
Distributors	6	1	4	1	5
Consumers	6000	NA <sup>3</sup>	NA	NA	NA
Communities	1	1	NA	1	1

<sup>2</sup>The total number of people engaged is not the number of engagements conducted, since stakeholders who were engaged more than once were not counted repeatedly.

<sup>3</sup>Since it is difficult to engage with consumers, interviews were conducted with the SunnyRush team and distributors, both of whom come in direct contact with consumers, to understand the degree of impact and change consumers experienced because of the project.

Other local rush-weaving organizations	2	NA <sup>4</sup>	NA	NA	NA
COA Soil and Water Conservation Bureau (SWCB)	1	1	NA	1	1
Ministry of Culture	1	NA <sup>5</sup>	NA	NA	NA

## SECTION 2      TABLE OF TOTAL INPUTS AND OUTPUTS

Stakeholder		Input <sup>6</sup>		Output
		Factor	Amount	
SunnyRush Team	NA	Funds	5,722,917	<ul style="list-style-type: none"> <li>• 1 brand established</li> <li>• 1 rush-weaving workshop established</li> <li>• 4 sources for rushes amassed</li> <li>• 200 <i>pings</i> (c. 660 m<sup>2</sup>) of rushes planted with environmentally-friendly methods</li> <li>• 40 school events in total, including courses, lectures, and advising undergraduate research interns</li> <li>• 25 sessions of rush-weaving courses hosted</li> </ul>
		Time	967,256	

<sup>4</sup>Since it is difficult to engage directly with other local rush-weaving organizations, interviews were conducted with the SunnyRush team, the COA Soil and Water Conservation Bureau, and scholars in related fields who have an understanding of the local situation to understand the degree of impact and change these organizations experienced as a result of the project.

<sup>5</sup>Since it is difficult to engage directly with the Ministry of Culture, interviews were conducted with the SunnyRush team to understand the degree of impact and change the Ministry of Culture experienced because of the project.

<sup>6</sup>Please refer to Appendix 2 for calculation of funds input by stakeholders and information sources.



Stakeholder		Input <sup>6</sup>		Output
		Factor	Amount	
				<ul style="list-style-type: none"> <li>• 7 sets of rush-weaving curricula compiled</li> <li>• 6 rush weavers trained</li> </ul>
Rush craftspeople	Rush weavers	Time	0	<ul style="list-style-type: none"> <li>• 7680 rush-woven works produced in total</li> <li>• 10 DIY rush-weaving courses in total</li> <li>• 40 rush-woven works selected for exhibits in total</li> </ul>
	Rush weavers (other)	Time	0	<ul style="list-style-type: none"> <li>• 1200 rush-woven works produced in total</li> </ul>
	Stitchers of rush-woven works	Time	0	<ul style="list-style-type: none"> <li>• 6500 rush-woven works produced in total</li> </ul>
Rush weavers-in-training	NA	Time	56,700	<ul style="list-style-type: none"> <li>• 63 hours of rush-weaving training received in total (3 hours/lesson/person)</li> </ul>
Straw hat/mat vendors	NA	NA	NA	<ul style="list-style-type: none"> <li>• Assisted in hat processing and arranged for straw hat/mat vendors' craftswomen to assist in production of goods</li> </ul>
Rush farmers	Farmers who use ordinary farming methods	Time	0	<ul style="list-style-type: none"> <li>• Planted 1907 <i>pings</i> (c. 6305 m<sup>2</sup>) of rushes using ordinary farming methods and provided rushes to SunnyRush</li> </ul>
	Farmers who use environmentally-friendly farming methods	Time	0	<ul style="list-style-type: none"> <li>• Planted 200 <i>pings</i> (c. 660 m<sup>2</sup>) of rushes using environmentally-friendly methods and provided rushes to SunnyRush</li> </ul>

Stakeholder		Input <sup>6</sup>		Output
		Factor	Amount	
Schools	NA	Funds	120,000	<ul style="list-style-type: none"> <li>Invited SunnyRush to set up rush-weaving courses, 18 classes in total</li> </ul>
Event participants	NA	Funds	515,250	<ul style="list-style-type: none"> <li>Participated in a total of 1250 rush-weaving classes</li> <li>Attended a total of 800 lectures</li> <li>Attended a total of 65 mini-tours</li> </ul>
Undergraduate research interns	NA	Time	0	<ul style="list-style-type: none"> <li>3 groups of students who created graduation projects</li> </ul>
Distributors	NA	Funds	2,416,709	<ul style="list-style-type: none"> <li>Worked with SunnyRush and sold a total of 3500 SunnyRush products</li> </ul>
Communities	NA	NA	NA	NA
COA Soil and Water Conservation Bureau	NA	Funds	1,655,000	<ul style="list-style-type: none"> <li>1 demonstration site featuring agricultural and cultural innovation</li> </ul>
Ministry of Culture	NA	Funds	1,290,000	NA
-		<b>Total Inputs</b>	<b>12,743,832</b>	-

### SECTION 3 ASSESSING THE OUTCOMES

#### I. Stakeholder feedback and outcome chain of events

Through the engagement process in the first phase, we have gained a better understanding of the changes to stakeholders. From the feedback we received from stakeholders through interviews and questionnaire surveys, we have employed the “chain of events” approach to explain the causality between the inputs, outputs and outcomes. After we identified the chain of reasoning with respect to the series of changes that the stakeholders have experienced, we defined them as the resulting outcomes and either included or excluded them based on the seven principles of SROI. At the same time, we had to employ a survey of the chain of events to decide whether to divide the stakeholders into subgroups. For a detailed chain of events for stakeholders, please refer to Appendix 3.

Stakeholder		Outcomes
Name	Subgroup	
SunnyRush Team	NA	<ol style="list-style-type: none"> <li>1. Improved interpersonal relations and interactions</li> <li>2. Increased local identity</li> <li>3. Improved employability</li> <li>4. Gained self-actualization (sense of accomplishment)</li> <li>5. Increased personal income</li> <li>6. Increased turnover for the organization/team</li> <li>7. Gained resources</li> <li>8. Increased brand awareness</li> <li>9. Cultural preservation</li> <li>10. Impact on physical and mental health (negative)</li> </ol>
Rush craftspeople	Rush weavers	<ol style="list-style-type: none"> <li>1. Gained self-actualization (sense of accomplishment)</li> <li>2. Improved interpersonal relations and interactions</li> <li>3. Impact on physical and mental health (positive)</li> <li>4. Increased rush-planting knowledge and skills</li> </ol>

Stakeholder		Outcomes
Name	Subgroup	
		5. Increased personal income
	Rush weavers-in-training (other)	1. Increased personal income
	Stitchers of rush-woven works	<ol style="list-style-type: none"> <li>1. Improved skills in sewing and integrating rushes with other materials</li> <li>2. Gained self-actualization (sense of accomplishment)</li> <li>3. Improved interpersonal relations and interactions</li> <li>4. Increased personal income</li> <li>5. Impact on physical and mental health (negative)</li> </ol>
Rush weavers-in-training	NA	<ol style="list-style-type: none"> <li>1. Improved knowledge of rushes and rush-weaving techniques</li> <li>2. Gained self-actualization (sense of accomplishment)</li> <li>3. Improved interpersonal relations and interactions</li> <li>4. Impact on physical and mental health (positive)</li> <li>5. Impact on physical and mental health (negative)</li> </ol>
Straw hat/mat vendors	NA	<ol style="list-style-type: none"> <li>1. Improved interpersonal relations and interactions</li> <li>2. Increased turnover for the organization</li> </ol>
Rush farmers	Farmers who use ordinary farming methods	1. Increased personal income
	Farmers who use environmentally-	1. Improved knowledge of rushes and environmentally-friendly farming methods

Stakeholder		Outcomes
Name	Subgroup	
	friendly farming methods	2. Increased personal income
Schools	NA	1. Increased uniqueness for school curriculum
Event participants	NA	1. Improved knowledge of rushes and rush-weaving techniques 2. Increased local identity 3. Inspired and enhanced creativity
Undergraduate research interns	NA	1. Improved knowledge of rushes and rush-weaving techniques 2. Increased local identity 3. Inspired and enhanced creativity
Distributors	NA	1. Improved abilities in product management and sales 2. Increased turnover for the organization
Communities	NA	1. Reduced environmental impact
COA Soil and Water Conservation Bureau	NA	1. Increased effectiveness in policy promotion 2. Revisions to policy directions
Ministry of Culture	NA	NA

(I) SunnyRush Team



For the outcome chain of events pertaining to the SunnyRush team, please refer to Appendix 3-1.

Defined outcome	Indicators	Stakeholder feedback	Reason for inclusion in report/exclusion
Improved interpersonal relations and interactions	1. Whether the reply in the questionnaire indicated the occurrence of said outcome 2. At least one of the following changes occurred: -Met some new friends -Met friends of different ages -I've interacted and chatted with community residents and event participants -I've taught rush-weaving techniques to friends and relatives	After returning home, I shared my knowledge of rushes and weaving techniques with my mother. My mother was very happy and wanted to learn from me. I feel that my mother and I have more things to talk about with each other and spend more time together.	According to the results of the questionnaire surveys in the second phase, the SunnyRush team reported that the average amount of change in this outcome was an increase of 3.67 points (0-10 points). According to the SROI principle of materiality, the outcome was determined to be

Defined outcome	Indicators	Stakeholder feedback	Reason for inclusion in report/exclusion
	-I've passed on rush-related knowledge to friends and relatives		material and thus included.
Increased local identity	<p>1. Whether the reply in the questionnaire indicated the occurrence of said outcome</p> <p>2. At least one of the following changes occurred:</p> <ul style="list-style-type: none"> <li>-Increased understanding of Yuanli, Miaoli</li> <li>-Increased identification with Yuanli, Miaoli</li> <li>-I think that having a rush-weaving culture in Yuanli makes it special</li> <li>-I think that the cultural resources in Yuanli should be preserved</li> <li>-I'm willing to serve as a volunteer to support the promotion and preservation of the local rush-weaving culture</li> <li>-I actively look for information related to other local cultural resources</li> </ul>	Having gained a deep understanding of rushes, I'm more willing to stay and work for the industry, and I also want to promote it so that more people can learn about it and become willing to visit Yuanli	According to the results of the questionnaire surveys in the second phase, the SunnyRush team reported that the average amount of change in this outcome was an increase of 4.50 points (0-10 points). According to the SROI principle of materiality, the outcome was determined to be material and thus included.
Improved employability	<p>1. Whether the reply in the questionnaire indicated the occurrence of said outcome</p> <p>2. At least one of the following changes occurred:</p> <ul style="list-style-type: none"> <li>-Improved ability in native language (e.g., Taiwanese, Hakka, etc.)</li> </ul>	There are many opportunities here to go out to teach rush-weaving, which makes one think about how one could teach better, so that students can more easily understand the weaving methods; I feel that my teaching ability has improved, and I'm a better communicator.	According to the results of the questionnaire surveys in the second phase, the SunnyRush team reported that the average amount of change in this outcome

Defined outcome	Indicators	Stakeholder feedback	Reason for inclusion in report/exclusion
	<ul style="list-style-type: none"> <li>-I was given the opportunity to market and plan events for a product; as a result, my abilities in marketing and planning improved</li> <li>-I was given the opportunity to stand in front of people and speak; as a result, my public speaking skills got better</li> <li>-My teaching ability improved</li> <li>-My ability to control the production of goods improved</li> </ul>		<p>was an increase of 2.83 points (0-10 points). According to the SROI principle of materiality, the outcome was determined to be material and thus included.</p>
Gained self-actualization (sense of accomplishment)	<p>1. Whether the reply in the questionnaire indicated the occurrence of said outcome</p> <p>2. At least one of the following changes occurred:</p> <ul style="list-style-type: none"> <li>-Having learned rush-weaving allows me to make something and have a sense of accomplishment</li> <li>-Having learned rush-weaving gave me a part to play in the preservation of culture, and that gives me a sense of pride and accomplishment</li> <li>-I feel happy to be praised and validated by colleagues or event participants</li> </ul>	<p>When we go out to teach rush-weaving, seeing the students being able to make things and even finish a piece by themselves because of what I taught them gives me a sense of accomplishment</p>	<p>According to the results of the questionnaire surveys in the second phase, the SunnyRush team reported that the average amount of change in this outcome was an increase of 4 points (0-10 points). According to the SROI principle of materiality, the outcome was determined to be material and thus included.</p>



Defined outcome	Indicators	Stakeholder feedback	Reason for inclusion in report/exclusion
	<ul style="list-style-type: none"> <li>-Being a DIY event lecturer (teaching assistant) gives me a sense of accomplishment</li> <li>-Being interviewed and covered by media outlets, newspapers, and magazines gives me a sense of accomplishment</li> <li>-Seeing more people having a better understanding of and showing interest in rush-weaving culture gives me a sense of accomplishment</li> <li>-I feel that my horizons have broadened and diversified</li> <li>-Life (work) has become more interesting</li> <li>-I tend to think more positively</li> <li>-I value myself more and have more confidence in myself</li> </ul>		
Increased personal income	-Actual increase in personal income (excluding turnover for team/organization as a whole)	After joining the SunnyRush team and becoming an employee, I received a salary, and thus my personal income increased.	According to the SROI principle of Do Not Over-claim, the actual increase in the amount of personal income was calculated, and thus this outcome was included.

Defined outcome	Indicators	Stakeholder feedback	Reason for inclusion in report/exclusion
Increased turnover for the organization/team	-Actual increase in team turnover (minus personal income)	<p>The team regularly communicates with partner distributors to understand and share the thoughts of customers, and continuously adjusts product styles and production control to reflect market demand, thus increasing turnover.</p> <p>In addition, we also offer rush-weaving courses, lectures, and other events, for which we take sign-up fees from participants, thus increasing turnover.</p>	According to the SROI principle of Do Not Over-claim, the actual increase in the amount of organization/team income was calculated, and thus this outcome was included.
Gained resources	-Actual amount of resources gained	The SunnyRush team reported that they used the content from this project to participate in other competitions and apply for subsidies, and then received awards, prize money, and subsidies.	According to the SROI principle of Do Not Over-claim, the actual amount of resources gained was calculated, and thus this outcome was included.
Increased brand awareness	-(Dedicated interview articles) Number of times actually reported on by media -(Well-known media outlets) Number of times actually reported on by media -(Non-dedicated interview articles) Number of times actually reported on by media (online)	After SunnyRush implemented this project, the team was covered by the media 20 times, which increased brand awareness for SunnyRush.	According to the SROI principle of materiality, the outcome was determined to be material and thus included.
Cultural preservation	-Documents that record weaving methods (teaching materials), videos, etc.	In the implementation of this project, the SunnyRush team documented rush-weaving methods and produced relevant	According to the SROI principle of materiality, the outcome was

Defined outcome	Indicators	Stakeholder feedback	Reason for inclusion in report/exclusion
		teaching materials to pass on and preserve the rush-weaving culture.	determined to be material and thus included.
Impact on physical and mental health (negative)	<p>1. Whether the reply in the questionnaire indicated the occurrence of said outcome</p> <p>2. At least one of the following changes occurred:</p> <ul style="list-style-type: none"> <li>-Lots of communication is required, and there is a sense of powerlessness</li> <li>-There is a lot of pressure at work</li> <li>-The need to weave the rushes leaves me feeling tired; I have sore eyes and hands</li> </ul>	Since SunnyRush is still in its infancy, there is a relatively large amount of pressure when it comes to implementation.	According to the results of the questionnaire surveys in the second phase, the SunnyRush team reported that the average amount of change in this outcome was an increase of 2.17 points (0-10 points). According to the SROI principle of materiality, the outcome was determined to be material and thus included.

(II) Rush craftspeople - Rush weavers



Rush craftspeople - For the outcome chain of events pertaining to rush-weavers, please refer to Appendix 3-2.

Defined outcome	Indicators	Stakeholder feedback	Reason for inclusion in report/exclusion
Gained self-actualization (sense of accomplishment)	1. Whether the reply in the questionnaire indicated the occurrence of said outcome 2. At least one of the following changes occurred: -Being able to weave different works gives me a sense of accomplishment -Being praised by other rush-weavers or customers makes me happy -Being a DIY event lecturer or teaching assistant gives me a sense of accomplishment	When I see other people’s works in the SunnyRush studio, I pay them compliments about how beautifully they are made; when my work is praised and validated by others, it makes me feel very happy and gives me a sense of accomplishment. Since I began working with SunnyRush, there have been opportunities to teach the public how to weave rushes. We served as teachers in the DIY courses and taught others how to weave rushes. The students complimented me on my weaving skills, which gave me self-actualization.	According to the results of the interviews in the first phase and the questionnaire surveys in the second phase, rush-weavers reported that after coming into contact with the SunnyRush team, the average amount of change in this outcome was an increase of 2 points (0-10 points). According to the SROI principle of materiality,

Defined outcome	Indicators	Stakeholder feedback	Reason for inclusion in report/exclusion
	<p>-I value myself more and have more confidence in myself</p> <p>-Making rush-woven works allows me some income, so I don't have to get spending money from my children, and this increases my self-respect</p>	<p>In addition, the rush-woven works we made before were sent to exhibitions through SunnyRush. Having other people see my work and being praised and validated by them gave me self-actualization (sense of accomplishment).</p>	<p>the outcome was determined to be material and thus included.</p>
<p>Improved interpersonal relations and interactions</p>	<p>1. Whether the reply in the questionnaire indicated the occurrence of said outcome</p> <p>2. At least one of the following changes occurred:</p> <p>-At the SunnyRush studio, I've made some new friends</p> <p>-I ask SunnyRush colleagues for advice about rush-woven works, techniques, and problems</p> <p>-I chat with SunnyRush colleagues or talk about things other than rush-weaving</p> <p>-I often visit the SunnyRush workshop</p> <p>-I have meals with SunnyRush colleagues</p> <p>-I've introduced my friends and relatives to the SunnyRush brand and workshop</p> <p>-Working with SunnyRush has made my time more flexible, and I've had more</p>	<p>Since I began working with SunnyRush, I've often visited the SunnyRush workshop. I've met new people there, and we often chat and talk about rush-weaving; because we are kindred spirits, talking is a joy.</p>	<p>According to the SROI principle of materiality, the outcome was determined to be material and thus included.</p> <p>According to the results of the interviews in the first phase and the questionnaire surveys in the second phase, rush-weavers reported that after coming into contact with the SunnyRush team, the average amount of change in this outcome was an increase of 2 points (0-10 points). According to the SROI principle of materiality, the outcome was</p>

Defined outcome	Indicators	Stakeholder feedback	Reason for inclusion in report/exclusion
	opportunities to have meals with my family and friends and to go on trips		determined to be material and thus included.
Impact on physical and mental health (positive)	<p>1. Whether the reply in the questionnaire indicated the occurrence of said outcome</p> <p>2. At least one of the following changes occurred:</p> <ul style="list-style-type: none"> <li>-Life has become more interesting</li> <li>-I tend to think more positively</li> <li>-I feel like this can help prevent dementia</li> <li>-I have a happier life, and I have goals</li> </ul>	<p>Since I began working with SunnyRush, I've gone out more and more often, and I often visit the SunnyRush workshop. SunnyRush has brought us so much joy, and I feel that life isn't so boring. Also, doing all this can help prevent dementia, make me happier, and give me goals.</p>	<p>According to the results of the interviews in the first phase and the questionnaire surveys in the second phase, rushweavers reported that after coming into contact with the SunnyRush team, the average amount of change in this outcome was an increase of 2.2 points (0-10 points).</p> <p>According to the SROI principle of materiality, the outcome was determined to be material and thus included.</p>
Increased rush-planting knowledge and skills	<p>1. Whether the reply in the questionnaire indicated the occurrence of said outcome</p> <p>2. At least one of the following changes occurred:</p> <ul style="list-style-type: none"> <li>-I actually plant rushes</li> </ul>	<p>Since coming into contact with SunnyRush, I found that there weren't enough raw rush materials. It just so happened that I had the land, so I asked the rush farmers who work with SunnyRush to teach me how to plant rushes.</p>	<p>According to the results of the interviews in the first phase and the questionnaire surveys in the second phase, rushweavers reported that after coming into contact</p>

Defined outcome	Indicators	Stakeholder feedback	Reason for inclusion in report/exclusion
	<ul style="list-style-type: none"> <li>-I've learned the concept that rushes shouldn't be smoked, and I agree with the idea</li> <li>-Increased understanding of rush-planting knowledge and skills</li> <li>-Improved abilities and knowledge in environmentally-friendly farming methods</li> </ul>		<p>with the SunnyRush team, the average amount of change in this outcome was an increase of 4 points (0-10 points). According to the SROI principle of materiality, the outcome was determined to be material and thus included.</p>
Increased personal income	-Actual increase in personal income	When we give our rush-woven works to SunnyRush to buy, SunnyRush pays us for them, thus increasing our personal income.	According to the SROI principle of Do Not Over-claim, the actual increase in the amount of personal income was calculated, and thus this outcome was included.
Impact on physical and mental health (negative)	<ul style="list-style-type: none"> <li>-Whether the reply in the questionnaire indicated the occurrence of said outcome</li> <li>-At least one of the following changes occurred:</li> <li>-I feel that when there are a lot of work orders, the work pressure is high</li> <li>-I feel that when there are a lot of work orders, I have less time to rest, resulting in exhaustion as well as sore eyes and hands</li> </ul>	When SunnyRush gets a lot of orders and there is less time to finish things, I need to hurry, and I then get less time to rest, resulting in exhaustion as well as sore eyes and hands.	According to the results of the interviews in the first phase and the questionnaire surveys in the second phase, rush-weavers reported that after coming into contact with the SunnyRush team, the average amount of change in this

Defined outcome	Indicators	Stakeholder feedback	Reason for inclusion in report/exclusion
			<p>outcome was an increase of 0.5 points (0-10 points).</p> <p>In the verification of outcomes in the third phase, we re-confirmed with the rush-weavers; they reported that because they rarely work overtime, and they work at home, they can rest at any time.</p> <p>According to the SROI principle of materiality, the outcome was determined to be not material and thus excluded.</p>



(III) Rush craftspeople - Rush weavers (other)



Rush craftspeople - For the outcome chain of events pertaining to the rush-weavers (other), please refer to Appendix 3-3.

Defined outcome	Indicator	Stakeholder feedback	Reason for inclusion in report/exclusion
Increased personal income	-Actual increase in personal income	When we give our rush-woven works to SunnyRush to buy, SunnyRush pays us for them, thus increasing our personal income.	According to the SROI principle of Do Not Overclaim, the actual increase in the amount of personal income was calculated, and thus this outcome was included.

(IV) Rush craftspeople - Stitchers of rush-woven works



Rush weavers - For the outcome chain of events pertaining to stitchers of rush-woven works, please refer to Appendix 3-4.

Defined outcome	Indicators	Stakeholder feedback	Reason for inclusion in report/exclusion
Improved skills in sewing and integrating rushes with other materials	<ol style="list-style-type: none"> <li>1. Whether the reply in the questionnaire indicated the occurrence of said outcome</li> <li>2. At least one of the following changes occurred: <ul style="list-style-type: none"> <li>-Better understanding of background knowledge for rushes</li> <li>-Improved rush-weaving techniques</li> <li>-I have a better knowledge of how to sew the rushes more beautifully</li> <li>-I learned to integrate different materials and styles via sewing</li> </ul> </li> </ol>	<p>Since I began working with SunnyRush, I have had discussions with their designers because SunnyRush products combine different materials and include different patterns. This stimulates my creativity and increases my experience in working with different materials. I need to be careful while sewing the connection points as well, so I learn more about different things.</p>	<p>According to the results of the interviews in the first phase and the questionnaire surveys in the second phase, stitchers of rush-woven works reported that after coming into contact with the SunnyRush team, the average amount of change in this outcome was an increase of 3 points (0-10 points).</p>

Defined outcome	Indicators	Stakeholder feedback	Reason for inclusion in report/exclusion
	<ul style="list-style-type: none"> <li>-Enhanced my creativity</li> <li>-I learned to sew different things made of rushes (e.g., coin purses, bags, hats, etc.)</li> <li>-I've learned the concept that rushes shouldn't be smoked, and I agree with the idea</li> </ul>		<p>According to the SROI principle of materiality, the outcome was determined to be material and thus included.</p>
<p>Gained self-actualization (sense of accomplishment)</p>	<ol style="list-style-type: none"> <li>1. Whether the reply in the questionnaire indicated the occurrence of said outcome</li> <li>2. At least one of the following changes occurred: <ul style="list-style-type: none"> <li>-Being able to sew different works gives me a sense of accomplishment</li> <li>-Being praised by other rush-weavers or customers makes me happy</li> <li>-Life has become more interesting</li> <li>-I tend to think more positively</li> <li>-I feel like this can help prevent dementia</li> <li>-I have a happier life, and I have goals</li> <li>-I value myself more and have more confidence in myself</li> <li>-Making (sewing) rush-woven works allows me some income, so I don't have to get</li> </ul> </li> </ol>	<p>Here at SunnyRush, I can sew works made of different materials, and when others compliment me on how beautiful my work is, I get a sense of accomplishment</p> <p>In addition, after I give the works I have finished sewing to SunnyRush for them to buy, I get paid for my work, so I don't have to get spending money from my children anymore, and this increases my self-respect and gives me self-actualization.</p>	<p>According to the results of the interviews in the first phase and the questionnaire surveys in the second phase, stitchers of rush-woven works reported that after coming into contact with the SunnyRush team, the average amount of change in this outcome was an increase of 2 points (0-10 points). According to the SROI principle of materiality, the outcome was determined to be material and thus included.</p>

Defined outcome	Indicators	Stakeholder feedback	Reason for inclusion in report/exclusion
	<p>spending money from my children, and this increases my self-respect</p>		
<p>Improved interpersonal relations and interactions</p>	<p>1. Whether the reply in the questionnaire indicated the occurrence of said outcome</p> <p>2. At least one of the following changes occurred:</p> <ul style="list-style-type: none"> <li>-At the SunnyRush studio, I've made some new friends</li> <li>-I chat with SunnyRush colleagues or talk about things other than rush-weaving</li> <li>-I often visit the SunnyRush workshop</li> <li>-I have meals with SunnyRush colleagues</li> <li>-I've introduced my friends and relatives to the SunnyRush brand and workshop</li> <li>-Working with SunnyRush has made my time more flexible, and I've had more opportunities to have meals with my family and friends and to go on trips</li> </ul>	<p>Since I began working with SunnyRush, I've often visited the SunnyRush workshop. I've met like-minded friends, and we often chat and talk about rush-weaving, which has improved interpersonal relations and interactions for me.</p> <p>In addition, because I can make things at home, my time has become more flexible. I can arrange my schedule however I want, so I have time when my children have vacation time. I have more opportunities to go out with family, thus improving my family relationships.</p>	<p>According to the results of the interviews in the first phase and the questionnaire surveys in the second phase, stitchers of rush-woven works reported that after coming into contact with the SunnyRush team, the average amount of change in this outcome was an increase of 1 point (0-10 points). According to the SROI principle of materiality, the outcome was determined to be material and thus included.</p>
<p>Increased personal income</p>	<p>-Actual increase in personal income</p>	<p>When we give the rush-woven works that we have sewn to SunnyRush for them to buy, SunnyRush pays us for our work, thus increasing our personal income.</p>	<p>According to the SROI principle of Do Not Over-claim, the actual increase in the amount of personal income was calculated, and thus this outcome was included.</p>

Defined outcome	Indicators	Stakeholder feedback	Reason for inclusion in report/exclusion
Impact on physical and mental health (negative)	<p>1. Whether the reply in the questionnaire indicated the occurrence of said outcome</p> <p>2. At least one of the following changes occurred:</p> <ul style="list-style-type: none"> <li>-I feel that when there are a lot of work orders, the work pressure is high</li> <li>-I feel that when there are a lot of work orders, I have less time to rest, resulting in exhaustion as well as sore eyes and hands</li> </ul>	<p>When SunnyRush gets a lot of orders, and time is tight and I need to hurry, I use my eyes and hands a lot, and I then get less time to rest, resulting in exhaustion as well as sore eyes and hands. In addition, when I'm making a new product, there is more pressure.</p>	<p>According to the results of the interviews in the first phase and the questionnaire surveys in the second phase, stitchers of rush-woven works reported that after coming into contact with the SunnyRush team, the average amount of change in this outcome was an increase of 1 point (0-10 points). According to the SROI principle of materiality, the outcome was determined to be material and thus included.</p>

(V) Rush weavers-in-training



For the outcome chain of events pertaining to rush-weavers-in-training, please refer to Appendix 3-5.

Defined outcome	Indicators	Stakeholder feedback	Reason for inclusion in report/exclusion
Improved knowledge of rushes and rush-weaving techniques	<ol style="list-style-type: none"> <li>1. Whether the reply in the questionnaire indicated the occurrence of said outcome</li> <li>2. At least one of the following changes occurred:                             <ul style="list-style-type: none"> <li>-Better understanding of background knowledge for rushes</li> <li>-Improved rush-weaving techniques</li> <li>-I've introduced others to rush-weaving</li> <li>-I can detect a mistake I've made in the weaving, remove it, and then reweave that part</li> </ul> </li> </ol>	<p>I come here on a regular basis, every month, for SunnyRush's rush-weaving course, learning weaving techniques and gaining relevant knowledge. When I go home, I practice repeatedly, and I've already learned 5 or 6 weaving techniques in class. If I've made a mistake, I can remove it and then reweave that part on my own. Thus, my knowledge of rushes and rush-weaving techniques has improved.</p>	<p>According to the results of the interviews in the first phase and the questionnaire surveys in the second phase, rush-weavers-in-training reported that after coming into contact with the SunnyRush team, the average amount of change in this outcome was an increase of 5.17 points (0-10 points).</p>

Defined outcome	Indicators	Stakeholder feedback	Reason for inclusion in report/exclusion
	<ul style="list-style-type: none"> <li>-I can finish a piece of rush-woven work on my own, and I don't really need to ask teachers for help in the process</li> <li>-If other classmates or friends ask me about rush-weaving, I can teach them</li> <li>-Serving as a teacher or teaching assistant in DIY rush-weaving lessons has improved my teaching skills</li> </ul>		<p>According to the SROI principle of materiality, the outcome was determined to be material and thus included.</p>
<p>Gained self-actualization (sense of accomplishment)</p>	<ol style="list-style-type: none"> <li>1. Whether the reply in the questionnaire indicated the occurrence of said outcome</li> <li>2. At least one of the following changes occurred: <ul style="list-style-type: none"> <li>-Having learned rush-weaving allows me to make something and have a sense of accomplishment</li> <li>-Having learned rush-weaving gave me a part to play in the preservation of culture, and that gives me a sense of pride and accomplishment</li> <li>-Being praised by my teachers and classmates makes me happy</li> <li>-Being a DIY event lecturer or teaching assistant gives me a sense of accomplishment</li> <li>-I value myself more and have more confidence in myself</li> </ul> </li> </ol>	<p>I come here on a regular basis, every month, for SunnyRush's rush-weaving course to learn weaving techniques. At first, I was discouraged and felt that I couldn't keep up, but the teachers at SunnyRush were always encouraging. Slowly, with practice, I could weave my own work. When the teachers praised me in the process, I felt happy and gained a sense of accomplishment.</p>	<p>According to the results of the interviews in the first phase and the questionnaire surveys in the second phase, rush-weavers-in-training reported that after coming into contact with the SunnyRush team, the average amount of change in this outcome was an increase of 3.50 points (0-10 points). According to the SROI principle of materiality, the outcome was determined to be material and thus included.</p>

Defined outcome	Indicators	Stakeholder feedback	Reason for inclusion in report/exclusion
Improved interpersonal relations and interactions	<p>1. Whether the reply in the questionnaire indicated the occurrence of said outcome</p> <p>2. At least one of the following changes occurred:</p> <ul style="list-style-type: none"> <li>-Since attending a course at SunnyRush, I've made some new friends</li> <li>-After class, I ask my classmates for help on rush-weaving techniques and problems</li> <li>-After class, I ask my classmates for help or talk about things other than rush-weaving</li> <li>-I've taught rush-weaving techniques to friends and relatives</li> <li>-I've passed on rush-related knowledge to friends and relatives</li> <li>-Learning to weave rushes has made my time more flexible, and I've had more opportunities to have meals with my family and friends and to go on trips</li> </ul>	<p>There are other students whom I can chat with here at SunnyRush. In private, I also ask them questions and share ideas with them. We stay in contact, just like friends, and thus social interaction has increased.</p> <p>And after I learned weaving techniques, in order to learn how to teach others to weave, I would go home and try to teach my children first. This increased parent-child interaction and improved my family relationships.</p>	<p>According to the results of the interviews in the first phase and the questionnaire surveys in the second phase, rush-weavers-in-training reported that after coming into contact with the SunnyRush team, the average amount of change in this outcome was an increase of 3.33 points (0-10 points). According to the SROI principle of materiality, the outcome was determined to be material and thus included.</p>
Impact on physical and mental health (positive)	<p>1. Whether the reply in the questionnaire indicated the occurrence of said outcome</p> <p>2. At least one of the following changes occurred:</p> <ul style="list-style-type: none"> <li>-Life has become more interesting</li> <li>-I tend to think more positively</li> <li>-I feel like this can help prevent dementia</li> </ul>	<p>Going out for class makes me more relaxed. It's not good to be bored at home. I practice rush-weaving every day, and that gives me goals and things to work on. I no longer feel that life is boring; I have a sense of relief.</p>	<p>According to the results of the interviews in the first phase and the questionnaire surveys in the second phase, rush-weavers-in-training reported that after coming into contact with</p>



Defined outcome	Indicators	Stakeholder feedback	Reason for inclusion in report/exclusion
	-I have a happier life, and I have goals		the SunnyRush team, the average amount of change in this outcome was an increase of 4 points (0-10 points). According to the SROI principle of materiality, the outcome was determined to be material and thus included.
Impact on physical and mental health (negative)	<p>1. Whether the reply in the questionnaire indicated the occurrence of said outcome</p> <p>2. At least one of the following changes occurred:</p> <p>-When I'm in class, I'm afraid that I can't keep up with everyone else, and I feel a bit of pressure</p> <p>-I feel that when I go home to practice, I have less time to rest, resulting in exhaustion as well as sore eyes and hands</p>	When I'm in class, I'm afraid that I can't keep up with everyone else, and I feel a bit of pressure. I also keep practicing until I forget to rest, so my eyes are more tired and my hands are more sore, which in turn affects my physical and mental health	According to the results of the interviews in the first phase and the questionnaire surveys in the second phase, rush-weavers-in-training reported that after coming into contact with the SunnyRush team, the average amount of change in this outcome was an increase of 3.33 points (0-10 points). According to the SROI principle of materiality, the outcome was

Defined outcome	Indicators	Stakeholder feedback	Reason for inclusion in report/exclusion
			determined to be material and thus included.

(VI) Straw hat/mat vendors

For the outcome chain of events pertaining to straw hat/mat vendors, please refer to Appendix 3-6.

Defined outcome	Indicators	Stakeholder feedback chain of events	Reason for inclusion in report/exclusion
Improved interpersonal relations and interactions	<ol style="list-style-type: none"> <li>1. Whether the reply in the questionnaire indicated the occurrence of said outcome</li> <li>2. At least one of the following changes occurred: <ul style="list-style-type: none"> <li>-I've taught or shared my experiences in selling and managing rush-woven products with SunnyRush</li> <li>-I've shared my social network with SunnyRush (e.g., hat blockers, craftswomen, etc.)</li> <li>-I've introduced my friends and relatives to the SunnyRush brand and workshop</li> </ul> </li> </ol>	My place is like the corner shop; everyone comes here to exchange information about the current situation of the rush industry, market conditions, etc.	<p>According to the results of the interviews in the first phase and the questionnaire surveys in the second phase, straw hat/mat vendors reported that after coming into contact with the SunnyRush team, the average amount of change in this outcome was an increase of 3 points (0-10 points).</p> <p>According to the SROI principle of materiality, the outcome was determined to be material and thus included.</p>

Defined outcome	Indicators	Stakeholder feedback chain of events	Reason for inclusion in report/exclusion
Increased turnover for the organization	-Actual increase in turnover for the organization	Upon receiving orders from SunnyRush and helping them with hat-blocking or placing orders, SunnyRush pays for the work, thus increasing my organization's turnover.	According to the SROI principle of Do Not Overclaim, the actual increase in the amount of organizational income was calculated, and thus this outcome was included.

(VII) Rush farmers (who use ordinary farming methods)

For the outcome chain of events pertaining to rushes farmers who use ordinary farming methods, please refer to Appendix 3-7.

Defined outcome	Indicators	Stakeholder feedback chain of events	Reason for inclusion in report/exclusion
Increased personal income	-Actual increase in personal income	SunnyRush buys a relatively large amount of rushes per order; farmers who use traditional methods have no need to pay for transportation costs, and the purchase price is relatively stable; thus, personal income is increased.	According to the SROI principle of Do Not Overclaim, the actual increase in the amount of personal income was calculated, and thus this outcome was included.
Impact on physical and mental health (negative)	1. Whether the reply in the questionnaire indicated the occurrence of said outcome 2. At least one of the following changes occurred: - Sorting through the harvested rushes makes me feel tired and sore	Since I began working with SunnyRush, I've felt it didn't result in any particular physical exhaustion or soreness.	According to the results of the interviews in the first phase, the farmers who use ordinary methods of farming reported that after coming

Defined outcome	Indicators	Stakeholder feedback chain of events	Reason for inclusion in report/exclusion
			<p>into contact with the SunnyRush team, there was no significant impact for this outcome. According to the SROI principle of materiality, the outcome was determined to be not material and thus excluded.</p>

(VIII) Rush farmers (who use environmentally-friendly methods)



For the outcome chain of events pertaining to rush farmers who use environmentally-friendly farming methods, please refer to Appendix 3-8.

Defined outcome	Indicators	Stakeholder feedback	Reason for inclusion in report/exclusion
Improved knowledge of rushes and environmentally-friendly farming methods	<p>1. Whether the reply in the questionnaire indicated the occurrence of said outcome</p> <p>2. At least one of the following changes occurred:</p> <ul style="list-style-type: none"> <li>-Better understanding of background knowledge for rushes</li> <li>-Increased willingness to use environmentally-friendly methods to plant rushes</li> <li>-I actually plant rushes in environmentally-friendly ways</li> <li>-Improved abilities and knowledge in environmentally-friendly farming methods</li> <li>-I've learned the concept that rushes shouldn't be smoked, and I agree with the idea</li> <li>-I've introduced others to rush-weaving</li> <li>-I promote the concept of planting rushes using environmentally-friendly farming methods to others</li> </ul>	<p>Since I began working with SunnyRush, in order to promote healthy, organic rushes, I've specifically asked about and learned the way to grow organic rice in order to plant rushes, and I actually plant rushes in this manner. Thus, my knowledge of environmentally-friendly farming methods and rushes has increased.</p>	<p>According to the results of the interviews in the first phase and the questionnaire surveys in the second phase, farmers who use environmentally-friendly farming methods reported that after coming into contact with the SunnyRush team, the average amount of change in this outcome was an increase of 3 points (0-10 points). According to the SROI principle of materiality, the outcome was determined to be material and thus included.</p>
Increased personal income	<p>-Actual increase in personal income</p>	<p>SunnyRush buys a relatively large amount of rushes per order; farmers who use environmentally-friendly methods have no need to pay for transportation costs, and the purchase price is relatively stable; thus, personal income is increased.</p>	<p>According to the SROI principle of Do Not Over-claim, the actual increase in the amount of personal income was calculated, and thus this outcome was included.</p>

Defined outcome	Indicators	Stakeholder feedback	Reason for inclusion in report/exclusion
Impact on physical and mental health (negative)	<ol style="list-style-type: none"> <li>1. Whether the reply in the questionnaire indicated the occurrence of said outcome</li> <li>2. At least one of the following changes occurred: <ul style="list-style-type: none"> <li>- Sorting through the harvested rushes makes me feel tired and sore</li> </ul> </li> </ol>	There are no negative influences on physical or mental health.	According to the results of the interviews in the first phase, the farmers who use environmentally-friendly farming methods reported that after coming into contact with the SunnyRush team, there was no significant impact for this outcome. According to the SROI principle of materiality, the outcome was determined to be not material and thus excluded.

(IX) Schools

For the outcome chain of events pertaining to schools, please refer to Appendix 3-9.

Defined outcome	Indicators	Stakeholder feedback	Reason for inclusion in report/exclusion
Increased uniqueness for school curriculum	<p>1. Whether the reply in the questionnaire indicated the occurrence of said outcome</p> <p>2. At least one of the following changes occurred:</p> <ul style="list-style-type: none"> <li>-Better understanding of background knowledge for rushes</li> <li>-The school has introduced others to rush-weaving</li> <li>-I feel that schools have been inspired to show more interest in things related to local culture because of SunnyRush</li> <li>-Schools are more willing to get in touch with and promote local culture</li> <li>-Students are more willing to get in touch with and promote local culture</li> <li>-I feel that schools have gained uniqueness due to SunnyRush’s rush-weaving courses</li> </ul>	<p>Having SunnyRush set up rush-weaving courses in schools enriches and increases diversity in the school curriculum. The courses include content that is related to the local culture, and I feel that schools have gained uniqueness because of these courses.</p>	<p>According to the results of the interviews in the first phase and the questionnaire surveys in the second phase, schools reported that after coming into contact with the SunnyRush team, the average amount of change in this outcome was an increase of 1.5 points (0-10 points). Thus, according to the SROI principle of materiality, the outcome was determined to be material and thus included.</p>

(X) Event participants - Attendees of rush-weaving lessons



Event participants - For the outcome chain of events pertaining to attendees of rush-weaving lessons, please refer to Appendix 3-10.

Defined outcome	Indicators	Stakeholder feedback	Reason for inclusion in report/exclusion
Improved knowledge of rushes and rush-weaving techniques	1. Whether the reply in the questionnaire indicated the occurrence of said outcome 2. At least one of the following changes occurred: -Better understanding of background knowledge for rushes -Improved rush-weaving techniques -I've introduced others to rush-weaving -I can detect a mistake I've made in the weaving, remove it, and then reweave that part	It wasn't until after attending a SunnyRush event that I realized the value of the rush-weaving craft and the difficulties it faces. Besides learning the relevant background knowledge of rushes, I also learned rush-weaving techniques.	According to the results of the interviews in the first phase and the questionnaire surveys in the second phase, attendees of rush-weaving lessons reported that after coming into contact with the SunnyRush team, the average amount of change in this outcome was an increase of 5.42 points (0-10 points).



Defined outcome	Indicators	Stakeholder feedback	Reason for inclusion in report/exclusion
	<p>-I can finish a piece of rush-woven work on my own, and I don't really need to ask for help in the process</p> <p>-If friends and relatives ask me about rush-weaving, I can teach them</p>		<p>Thus, according to the SROI principle of materiality, the outcome was determined to be material and thus included.</p>
<p>Increased local identity</p>	<p>1. Whether the reply in the questionnaire indicated the occurrence of said outcome</p> <p>2. At least one of the following changes occurred:</p> <ul style="list-style-type: none"> <li>-Increased understanding of Yuanli, Miaoli</li> <li>-Increased identification with Yuanli, Miaoli</li> <li>-Since attending the event, I'm more willing to purchase rush-woven products</li> <li>-I've introduced others to the SunnyRush brand</li> <li>-I have visited the SunnyRush workshop</li> <li>-I think that having a rush-weaving culture in Yuanli makes it special</li> <li>-I think that the cultural resources in Yuanli should be preserved</li> <li>-I'm willing to serve as a volunteer to support the promotion and preservation of the local rush-weaving culture</li> <li>-I actively look for information related to other local cultural resources</li> </ul>	<p>I'm grateful to SunnyRush for letting me learn about this precious treasure that exists here in Taiwan.</p> <p>These SunnyRush events tell the young generations today know that they can try their hand at traditional industries instead of going to work for the high-tech industry. This has had a profound impact on me since I have a background in design as well as science and technology.</p>	<p>According to the results of the interviews in the first phase and the questionnaire surveys in the second phase, attendees of rush-weaving lessons reported that after coming into contact with the SunnyRush team, the average amount of change in this outcome was an increase of 5.12 points (0-10 points).</p> <p>Thus, according to the SROI principle of materiality, the outcome was determined to be material and thus included.</p>

<b>Defined outcome</b>	<b>Indicators</b>	<b>Stakeholder feedback</b>	<b>Reason for inclusion in report/exclusion</b>
Inspired and enhanced creativity	<p>1. Whether the reply in the questionnaire indicated the occurrence of said outcome</p> <p>2. At least one of the following changes occurred:</p> <ul style="list-style-type: none"> <li>-My horizons have been broadened, and I've learned more about different craft materials</li> <li>-My creativity has been enhanced, and my thinking stimulated; this has created more possibilities for me</li> </ul>	<p>In the process of participating in the rush-weaving course, I've learned about different materials. When I think about the use of different materials in product design, I would like to add rush-woven products into the product design. By using a combination of different materials, product aesthetics and variety can be enhanced. The spirit of environmental protection and culture can also be integrated into the products.</p>	<p>According to the results of the interviews in the first phase and the questionnaire surveys in the second phase, attendees of rush-weaving lessons reported that after coming into contact with the SunnyRush team, the average amount of change in this outcome was an increase of 3.96 points (0-10 points). Thus, according to the SROI principle of materiality, the outcome was determined to be material and thus included.</p>

(XI) Undergraduate research interns

For the outcome chain of events pertaining to undergraduate research interns, please refer to Appendix 3-11.

<b>Defined outcome</b>	<b>Indicators</b>	<b>Stakeholder feedback</b>	<b>Reason for inclusion in report/exclusion</b>
Improved knowledge of rushes and	<p>1. Whether the reply in the questionnaire indicated the occurrence of said outcome</p>	<p>Since coming into contact with SunnyRush at school, I've wanted to use rushes as the theme for my graduation</p>	<p>According to the results of the interviews in the first phase and the</p>

Defined outcome	Indicators	Stakeholder feedback	Reason for inclusion in report/exclusion
rush-weaving techniques	<p>2. At least one of the following changes occurred:</p> <ul style="list-style-type: none"> <li>-Better understanding of background knowledge for rushes</li> <li>-Improved rush-weaving techniques</li> <li>-I've introduced others to rush-weaving</li> <li>-I can detect a mistake I've made in the weaving, remove it, and then reweave that part</li> <li>-I can finish a piece of rush-woven work on my own, and I don't really need to ask for help in the process</li> <li>-If friends and relatives ask me about rush-weaving, I can teach them</li> </ul>	<p>project. Therefore, I asked the members of the SunnyRush team to be my graduation project advisors. Through our exchanges, I gained an in-depth understanding of the background knowledge about rushes (current industry status, production process of the goods, etc.). Even now, I still remember the aroma and texture of rushes, as well as the background knowledge and simple weaving techniques. Thus, my knowledge of rushes and rush-weaving techniques has improved.</p>	<p>questionnaire surveys in the second phase, undergraduate research interns reported that after coming into contact with the SunnyRush team, the average amount of change in this outcome was an increase of 5.67 points (0-10 points). Thus, according to the SROI principle of materiality, the outcome was determined to be material and thus included.</p>
Increased local identity	<p>1. Whether the reply in the questionnaire indicated the occurrence of said outcome</p> <p>2. At least one of the following changes occurred:</p> <ul style="list-style-type: none"> <li>-Increased understanding of Yuanli, Miaoli</li> <li>-Increased identification with Yuanli, Miaoli</li> <li>-Since attending the event, I've become more willing to purchase rush-woven products</li> <li>-I've introduced others to the SunnyRush brand</li> <li>-I have visited the SunnyRush workshop</li> </ul>	<p>SunnyRush gives new life to the culture of rush-weaving, and brought a classic period of history rich with culture and craftsmanship into a new time period. After interacting with SunnyRush and doing my graduation project, I've gained a deeper understanding of a culture that I did not understand, as well as relevant knowledge. Therefore, I have begun to think about possibilities for rush culture and industry.</p>	<p>According to the results of the interviews in the first phase and the questionnaire surveys in the second phase, undergraduate research interns reported that after coming into contact with the SunnyRush team, the average amount of change in this outcome was an</p>

Defined outcome	Indicators	Stakeholder feedback	Reason for inclusion in report/exclusion
	<ul style="list-style-type: none"> <li>-I think that having a rush-weaving culture in Yuanli makes it special</li> <li>-I think that the cultural resources in Yuanli should be preserved</li> <li>-I'm willing to serve as a volunteer to support the promotion and preservation of the local rush-weaving culture</li> <li>-I actively look for information related to other local cultural resources</li> </ul>		<p>increase of 6 points (0-10 points). Thus, according to the SROI principle of materiality, the outcome was determined to be material and thus included.</p>
Inspired and enhanced creativity	<ol style="list-style-type: none"> <li>1. Whether the reply in the questionnaire indicated the occurrence of said outcome</li> <li>2. At least one of the following changes occurred: <ul style="list-style-type: none"> <li>-My horizons have been broadened, and I've learned more about different craft materials</li> <li>-My creativity has been enhanced, and my thinking stimulated; this has created more possibilities for me</li> </ul> </li> </ol>	<p>Since interacting with SunnyRush, I've gained a deeper understanding of the creative combination of traditional craftsmanship and culture. I have also taken the characteristics of rushes and concepts related to them, and applied them to my thinking process and my works, thus inspiring and enhancing creativity.</p>	<p>According to the results of the interviews in the first phase and the questionnaire surveys in the second phase, undergraduate research interns reported that after coming into contact with the SunnyRush team, the average amount of change in this outcome was an increase of 3.67 points (0-10 points). Thus, according to the SROI principle of materiality, the outcome was determined to be</p>

Defined outcome	Indicators	Stakeholder feedback	Reason for inclusion in report/exclusion
			material and thus included.

(XII) Distributors



For the outcome chain of events pertaining to distributors, please refer to Appendix 3-12.

Defined outcome	Indicators	Stakeholder feedback	Reason for inclusion in report/exclusion
Improved abilities in product management and sales	1. Whether the reply in the questionnaire indicated the occurrence of said outcome 2. At least one of the following changes occurred: - Better understanding of background knowledge for rushes - Increased time in introducing customers to SunnyRush products - Increased/decreased time (per month) on managing products - Improved abilities in product management and sales	Since I began working with SunnyRush, they've passed knowledge related to rushes on to me, and helped me understand background knowledge about rushes (stories of rush craftspeople, production processes of the goods, planting methods, and so on). Therefore, I know that products made of natural materials need special dehumidification and cleaning; otherwise mold will grow on them. As a result, I've learned more about rushes and how to talk about the	According to the results of the interviews in the first phase and the questionnaire surveys in the second phase, distributors reported that after coming into contact with the SunnyRush team, the average amount of change in this outcome was an increase of 3 points (0-10 points).

Defined outcome	Indicators	Stakeholder feedback	Reason for inclusion in report/exclusion
	-Improved ability in sales	products with customers, thus improving my product management and marketing abilities.	Thus, according to the SROI principle of materiality, the outcome was determined to be material and thus included.
Increased turnover for the organization	-Actual increase in turnover for the organization	We sell SunnyRush products, and when we get consumer feedback, we relay it back to SunnyRush, who make adjustments to their product designs right away so that their products will be more liked by consumers. Therefore, we have increased the number of SunnyRush products we sell, and expanded their shelf space, thus increasing the organization's turnover.	According to the SROI principle of Do Not Overclaim, the actual increase in the amount of organizational income was calculated, and thus this outcome was included.

(XIII) Communities

For the outcome chain of events pertaining to communities, please refer to Appendix 3-13.

Defined outcome	Indicator	Stakeholder feedback	Reason for inclusion in report/exclusion
Reduced environmental impact	-Not using synthetic chemicals (fertilizers, pesticides, etc.)	The SunnyRush team promotes the use of environmentally-friendly farming methods to plant rushes. No synthetic chemical fertilizers, pesticides, etc. are	After the interviews with community residents, farmers who use environmentally-friendly farming methods,

		used, thus reducing the impact on the community's environment.	and the SunnyRush team in the first phase, the outcome was determined to be material and thus included in accordance with the SROI principle of materiality.
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(XIV) COA Soil and Water Conservation Bureau

For the outcome chain of events pertaining to the COA Soil and Water Conservation Bureau, please refer to Appendix 3-14.

<b>Defined outcome</b>	<b>Indicators</b>	<b>Stakeholder feedback</b>	<b>Reason for inclusion in report/exclusion</b>
Increased effectiveness in policy promotion	-Whether interview reply indicated the occurrence of said outcome	The SWCB reported that it was in support of the SunnyRush team, and that SunnyRush served as an exemplary case to promote innovation in agricultural culture. Accumulating success stories in agricultural culture has become a way for the SWCB to promote and demonstrate its policies. Thus this project serves to increase the effectiveness of policy promotion.	According to the results of the interviews in the first phase, the SWCB reported that after coming into contact with the project, the average amount of change in this outcome was an increase of 10 points (0-10 points). According to the SROI principle of materiality, the outcome was determined to be material and thus included.
Revisions to policy directions	-Whether interview reply indicated the occurrence of said outcome	The SWCB reported that it was in support of the SunnyRush team. Through SunnyRush, the SWCB gained an	According to the results of the interviews in the first phase, SWCB



Defined outcome	Indicators	Stakeholder feedback	Reason for inclusion in report/exclusion
		understanding of project implementation in rural areas, and tried to establish an innovative model based on the team's experiences, thus making revisions to policy directions possible.	reported that after coming into contact with this project, the average amount of change in this outcome was an increase of 10 points (0-10 points). According to the SROI principle of materiality, the outcome was determined to be material and thus included.

## II. Identification and clarification of stakeholders

Through the outcome chain of events list in the section above, gained an understanding of the processes by which each stakeholders' outcome occurs. In the process of listing the outcomes, we adhered to the SROI principle of materiality. We presented only the stakeholders and the outcomes that showed major changes, and in accordance with those changes, we identified subgroups of stakeholders. The factors we took into consideration for identifying the subgroups are as follows:

### (I) Subgroup Identification

Stakeholder	Possible impact factors for subgroup division	Description of subgroup identification	Subgroup categorization results
Rush craftspeople	Actual nature of their work	Through interviews with the rush craftspeople and SunnyRush team in the first phase, understanding	Rush weavers

Stakeholder	Possible impact factors for subgroup division	Description of subgroup identification	Subgroup categorization results
		the differences between rush craftspeople, according to the actual nature of their work and the way they collaborate with SunnyRush, will produce different outcomes. Also, the degrees to which outcomes occur are obviously different, and thus the rush craftspeople are divided into three groups: rush-weavers, rush-weavers (other), and stitchers of rush-woven works.	<p data-bbox="1529 352 1816 384">Rush weavers (other)</p> <p data-bbox="1529 501 1928 533">Stitchers of rush-woven works</p>
Rush farmers	Planting methods	Through interviews with the rush farmers and the SunnyRush team in the first phase, understanding the differences between rush farmers, according to the different ways in which they plant rushes, will produce different outcomes. Thus, the rush farmers are divided into two groups: those who use ordinary farming methods, and those who use environmentally-friendly farming methods.	<p data-bbox="1529 628 1995 692">Farmers who use ordinary farming methods</p> <p data-bbox="1529 775 1995 839">Farmers who use environmentally-friendly farming methods</p>
Event participants	Gender, age, and the nature of the events in which they participated	Through interviews with event participants and the SunnyRush team in the first phase, understanding the differences between event participants, according to the nature of the events they attend, will produce different outcomes. Also, the degrees to which outcomes occur are clearly different. Thus, the event participants are divided into two groups: lecture attendees, and attendees of rush-weaving lessons. Gender and age are not significant impact factors.	<p data-bbox="1529 979 1765 1011">Lecture attendees</p> <p data-bbox="1529 1166 1984 1198">Attendees of rush-weaving lessons</p>

## (II) Inclusion and Exclusion of Stakeholders

Based on the combined engagements of the first and second phase, we have clarified the main influences of the project and the impacted stakeholders. In accordance with the SROI's principles of materiality and Do Not Over-claim, we have excluded stakeholders who experienced smaller or less significant impacts. Explanations for the inclusion or exclusion of stakeholders are as follows:

### ➤ Explanations of stakeholders included

Stakeholder			Role in project and reason for inclusion
Name	Subgroup	Total population/unit	
SunnyRush Team	NA	6	The project implementers; after interviewing members of the SunnyRush team during the first phase, it was found that the team experienced significant changes.
Rush craftspeople	Rush weavers	24	Long-term collaboration with SunnyRush; provide a large number of rush-woven works. After interviewing the rush-weavers and the members of the SunnyRush team during the first phase, it was found that the rush-weavers experienced significant changes.
	Rush weavers (other)	6	Occasional collaboration with SunnyRush; provide a small number of rush-woven works. After interviewing the rush-weavers (other) and the members of the SunnyRush team during the first phase, it was found that the rush-weavers (other) experienced significant changes.
	Stitchers of rush-woven works	2	Long-term collaboration with SunnyRush; provides processing services for SunnyRush through sewing. After interviewing the stitchers of rush-woven works and the members of the SunnyRush team during the first phase, it was found that the stitchers experienced significant changes.
Rush weavers-in-training	NA	6	Trained by the SunnyRush team to learn rush-weaving. After interviewing the rush-weavers-in-training and the members of the SunnyRush team during the first phase, it was found that the rush-weavers-in-training experienced significant changes.
Straw hat/mat vendors	NA	2	Collaborate with SunnyRush; provides SunnyRush with helmet lining, insoles, bucket hats and other goods as well as hat-blocking services. After interviewing the straw

Stakeholder			Role in project and reason for inclusion
Name	Subgroup	Total population/unit	
			hat/mat vendors as well as the members of the SunnyRush team during the first phase, it was found that these vendors experienced significant changes.
Rush farmers	Farmers who use ordinary farming methods	2	Plant rushes using ordinary farming methods; provide raw materials (rush) to SunnyRush. After interviewing the farmers who use ordinary farming methods and the members of the SunnyRush team during the first phase, it was found that these farmers experienced significant changes.
	Farmers who use environmentally-friendly farming methods	2	Plant rushes using organic, environmentally-friendly farming methods; provide raw materials (rush) to SunnyRush. After interviewing the farmers who use environmentally-friendly farming methods and the members of the SunnyRush team during the first phase, it was found that these farmers experienced significant changes.
Schools	NA	7	Invited SunnyRush to set up rush-weaving courses in schools. After interviews with schools during the first phase, it was found that they experienced significant changes.
Event participants	Attendees of rush-weaving lessons	1315	Participated in rush-weaving events held by SunnyRush. After interviewing the attendees of rush-weaving lessons, it was found that they experienced significant changes.
Undergraduate research interns	NA	3	Students who asked members of the SunnyRush team to be the advisors of their graduation project. After interviewing the undergraduate research interns, it was found that they experienced significant changes.
Distributors	NA	6	Sell SunnyRush products on their platforms. After interviewing the distributors, it was found that they experienced significant changes.
Communities	NA	1	Communities to which farmers using environmentally-friendly farming methods belong. After interviewing the community residents, the farmers who use environmentally-friendly farming methods, and the members of the SunnyRush team during the first phase, it was found that the communities experienced significant changes.
COA Soil and	NA	1	The main investor in the SunnyRush project; provides funding to SunnyRush and

Stakeholder			Role in project and reason for inclusion
Name	Subgroup	Total population/unit	
Water Conservation Bureau			advises the team on the planning and execution of the project. After interviewing the COA Soil and Water Conservation Bureau during the first phase, it was found that it experienced significant changes.
Ministry of Culture	NA	1	The main investor in the SunnyRush project; provides funding to SunnyRush. Due to engagement difficulties, only their funding input was included in the calculation in accordance with the SROI principle of Do Not Over-claim.

- Description of stakeholders who have been excluded

Stakeholder		Total population/unit	Role in project and reason for exclusion
Name	Subgroup		
Event participants	Lecture attendees	1200	Attended lectures about rush-weaving held by SunnyRush. After interviewing the lecture attendees and the members of the SunnyRush team during the first phase, it was found that the attendees experienced no significant impact or changes, and were also difficult to engage; hence this subgroup was excluded in accordance with the SROI principle of materiality and Do Not Over-claim.
Consumers	NA	6000	Bought SunnyRush products. Since it was difficult to engage directly with consumers, those who had direct contact with them, namely the distributors and the members of the SunnyRush team, were interviewed during the first phase. It was found that the consumers experienced no significant impact or changes, and were also difficult to engage; hence this subgroup was excluded in accordance with the SROI principle of materiality and Do Not Over-claim.
Other local rush-weaving organizations	NA	2	Local existing rush-related organizations or associations. Since it was difficult to engage directly with other local rush-weaving organizations, members of the SunnyRush team, the COA Soil and Water Conservation Bureau, and scholars in related fields who have an understanding of the local situation were interviewed during the first phase. It was found that the other local rush-weaving organizations experienced no significant impact or changes. Hence, this subgroup was excluded in accordance with the SROI principle of materiality and Do Not Over-claim.

### III. Financial Proxies and Adjusting Factors

Financial proxies serve to convert the changes experienced by various stakeholders into a reasonable monetary value. Here, we use the “Value Game” method to help stakeholders select a value that is the closest match to how they value the outcome in their minds. In order to avoid biased results due to the choices of specific stakeholders, the results we received after the survey were calculated as a weighted average to produce the values of all outcomes to stakeholders. We think calculating as a weighted average is more respect for the values of different stakeholders. It can let the value of different stakeholders be reacted.

No.	Financial proxy	Valuation (NT\$)
1	Ticket/top up for mass transit	500
2	Transportation subsidy (gas coupon)	1,000
3	2 coupons for a gourmet restaurant	2,000
4	Shoes or clothes from a well-known brand	3,000
5	2 tickets for an activity you enjoy (including tourism and leisure facilities, exhibitions, etc.)	5,000
6	A family meal	8,000
7	A year's worth of telephone and internet service fees paid for	10,000
8	A brand new cell phone	20,000
9	Department store/supermarket merchandise coupons	30,000
10	A new notebook computer	40,000
11	Having a personal book, film, etc. published	50,000
12	A new motorcycle	70,000
13	A year of continuing education paid for	100,000
14	1 year of household expenses paid for	250,000
15	A voucher for a business class ticket to any destination	300,000
16	Family travel fund to any destination	500,000
17	A car from a domestic car company	800,000
18	Opportunity to be in newspaper/magazine/media	1,000,000
19	Other; please specify:	

In the first phase, we interviewed the stakeholders to obtain a preliminary understanding of outcomes. If, for a certain outcome, the stakeholders were unable to arrive at a value that most closely matched how they value the outcome in their minds by using the Value Game, we then used an analogical method for cost or equivalent item to find a financial proxy for that outcome. For each outcome, we found 1 to 4 kinds of close financial proxies, and then we had a discussion with the stakeholders with said outcome. Later, we designed a questionnaire with those options included, and distributed those questionnaires to the stakeholders. Finally, the value of the outcome was calculated with a weighted

average, and then verified in the third phase of engagement with the relevant stakeholders. Outcomes that have an alternative financial proxy that is similar in cost or characteristics to the original proxy variable are as follows:

<b>Outcome</b>	<b>Financial proxy</b>	<b>Valuation (NT\$)</b>	<b>Source</b>
Increased team name recognition	Fees for advertising in a magazine (general, dedicated interview article, major media outlet)	50,000-500,000	<a href="https://www.scooptw.com/%E5%BB%A3%E5%91%8A%E5%88%8A%E7%99%BB/">https://www.scooptw.com/%E5%BB%A3%E5%91%8A%E5%88%8A%E7%99%BB/</a>
Cultural preservation	Government subsidy	1,500,000	National Taiwan Craft Research and Development Institute's Key Points for Subsidization of Promotion for Craft Culture and Craft Education Projects
Reduced environmental impact	Incentive payments for environmental protection	30,000	Council of Agriculture, Executive Yuan: Directions for Organic and Eco-friendly Farming Subsidies <a href="https://gazette.nat.gov.tw/EG_FileManager/eguploadpub/eg023082/ch07/type2/gov62/num14/Eg.htm">https://gazette.nat.gov.tw/EG_FileManager/eguploadpub/eg023082/ch07/type2/gov62/num14/Eg.htm</a>
Increased effectiveness in policy promotion	Reduced fees for marketing, promotion, and renting venues	1,069,000	Interviews
Revisions to policy directions	Reduced counseling costs	50,000	Interviews

The adjusting factors are divided into four categories, described below:



Adjusting Factor	Description
Deadweight	This refers to the percent likelihood of changes and outcomes occurring regardless of the implementation of a project; in short, it is the chance of the outcomes happening even if the project had not taken place. The deadweight for this project is based on the responses of the stakeholders in interviews and questionnaires, which are calculated as a weighted average.
Displacement	This refers to the proportion to which the outcome of the project only came about because problems were transferred to other places. There are no obvious issues of problem transference in this project; thus it is proposed that this factor be discussed in the sensitivity analysis and not included in the calculation of outcomes.
Attribution	This refers to the proportion of changes and outcomes brought about by this project that were the result of the contributions from other factors; in short, it is the chance that one cannot claim credit for the occurrence of the outcome. The attribution for this project is based on the responses of the stakeholders in interviews and questionnaires, which are calculated as a weighted average.
Drop-off	This refers to the rate at which the effects of the outcome diminish over time; in short, it is the rate at which benefits of the outcome decrease year by year. The drop-off for this project is based on the responses of the stakeholders in interviews and questionnaires, which are calculated as a weighted average.

#### IV. Impact Factors in Relation to Stakeholders and Outcomes

We have designed the questionnaire survey, which is the second phase of engagement, to gauge adjusting factors; for details on the method of inquiry, please refer to the questionnaire in Appendix 1. We then verified the outcomes in the third phase of engagement to confirm the adjusting factor ratios for the various groups of stakeholders.

This project is primarily to evaluate the impact SunnyRush has on stakeholders while it is implementing its project related to rushes and rush-weaving. Since there are other local organizations such as the Taiwan Yuan-Li Handiwork Association and the Cyperaceae Culture Museum to promote and give attention to issues and events related to rushes. Therefore, when we engaged the SunnyRush stakeholders, the deadweight factor was close to 40% on average. In other words, even without the SunnyRush team, these stakeholders have a nearly 40% chance of collaborating with other organizations, or coming in contact with other rush-related events and then experiencing the outcomes. In

In addition, the stakeholders of the SunnyRush project have more or less experienced the outcomes because of other organizations, so in terms of attribution, people outside of SunnyRush contributed nearly 30% on average.

In the part of the displacement, we confirm with stakeholders that they have feedback that the outcomes obtained from this project will not affect other results or have any crowding out. We confirm with the COA Soil and Water Conservation Bureau. This project is specially implemented for the SunnyRush team. Due to the preservation of rush-weaving culture carried out by the SunnyRush team, it is unique in the project of the COA Soil and Water Conservation Bureau. The COA Soil and Water Conservation Bureau clearly feedback that there is no displacement in this project. They have no chance to invest the same amount of money into other activities producing similar outcomes. Therefore, after engagement with the COA Soil and Water Conservation Bureau, it was judged that there was no significant displacement.

In addition, we also confirm with all stakeholders of this project. They all feedback that outcomes from this project will not affect others or have any displacement. Therefore, it was judged that there was no significant displacement. According to the SROI principle of Do not overclaim, we discuss displacement in sensitivity analysis.

The adjusting factor proportions for the various stakeholders are as follows:

Stakeholder	Outcome	Financial proxy valuation (unit price in NT\$)	Deadweight	Attribution	Drop-off	
SunnyRush Team	Improved interpersonal relations and interactions	89,180	58%	54%	25%	
	Increased local identity	14,000	54%	42%	38%	
	Improved employability	107,054	58%	46%	17%	
	Gained self-actualization (sense of accomplishment)	217,053	62%	38%	38%	
	Increased income	1,342,820	83%	0%	0%	
	Increased turnover for the organization/team	6,494,163	0%	0%	0%	
	Gained resources	2,090,000	0%	0%	0%	
	Increased brand awareness		300,000	0%	0%	0%
			500,000	0%	0%	0%
		50,000	0%	0%	0%	

<b>Stakeholder</b>	<b>Outcome</b>	<b>Financial proxy valuation (unit price in NT\$)</b>	<b>Deadweight</b>	<b>Attribution</b>	<b>Drop-off</b>
	Cultural preservation	1,500,000	0%	0%	0%
	Impact on physical and mental health (negative)	(101,667)	42%	42%	0%
Rush craftspeople - rush-weavers	Gained self-actualization (sense of accomplishment)	83,000	33%	33%	54%
	Improved interpersonal relations and interactions	53,333	46%	38%	54%
	Impact on physical and mental health (positive)	41,667	54%	46%	33%
	Increased rush-planting knowledge and skills	25,000	33%	0%	0%
	Increased personal income	1,920,000	33%	0%	0%
Rush craftspeople - rush-weavers (other)	Increased personal income	36,000	0%	0%	0%
Rush craftspeople - stitchers of rush-woven works	Improved skills in sewing and integrating rushes with other materials	32,250	25%	38%	25%
	Gained self-actualization (sense of accomplishment)	114,286	50%	38%	38%
	Improved interpersonal relations and interactions	17,500	63%	50%	38%
	Increased personal income	556,000	50%	0%	0%
	Impact on physical and mental health (negative)	(225,000)	50%	38%	50%

Stakeholder	Outcome	Financial proxy valuation (unit price in NT\$)	Deadweight	Attribution	Drop-off
Rush weavers-in-training	Improved knowledge of rushes and rush-weaving techniques	36,033	46%	42%	29%
	Gained self-actualization (sense of accomplishment)	78,600	38%	46%	25%
	Improved interpersonal relations and interactions	82,763	50%	38%	25%
	Impact on physical and mental health (positive)	50,550	54%	33%	29%
	Impact on physical and mental health (negative)	(43,042)	42%	42%	33%
Straw hat/mat vendors	Improved interpersonal relations and interactions	20,000	75%	75%	25%
	Increased personal income	885,379	25%	0%	0%
Rush farmers (who use ordinary farming methods)	Increased personal income	50,000	75%	0%	0%
Rush farmers (who use environmentally-friendly methods)	Improved knowledge of rushes and environmentally-friendly farming methods	25,000	25%	75%	25%
	Increased personal income	152,000	75%	0%	0%
Schools	Increased uniqueness for school curriculum	60,000	75%	50%	75%
Event participants	Improved knowledge of rushes and rush-weaving techniques	61,644	38%	21%	45%

<b>Stakeholder</b>	<b>Outcome</b>	<b>Financial proxy valuation (unit price in NT\$)</b>	<b>Deadweight</b>	<b>Attribution</b>	<b>Drop-off</b>
attendees of rush-weaving lessons	Increased local identity	62,368	46%	27%	34%
	Inspired and enhanced creativity	80,881	56%	34%	30%
Undergraduate research interns	Improved knowledge of rushes and rush-weaving techniques	35,454	33%	8%	50%
	Increased local identity	58,577	17%	8%	25%
	Inspired and enhanced creativity	45,454	50%	17%	25%
Distributors	Improved abilities in product management and sales	46,750	81%	38%	63%
	Increased turnover for the organization	4,677,054	56%	0%	0%
Communities	Reduced environmental impact	30,000	0%	0%	0%
COA Soil and Water Conservation Bureau	Increased effectiveness in policy promotion	1,069,000	0%	0%	0%
	Revisions to policy directions	50,000	0%	0%	0%

## Chapter 4 SROI Calculation<sup>7</sup>

### SECTION 1 PRESENT VALUE OF OUTCOME IMPACT

**Table 1 Table of Impact**

Stakeholder		Outcome	Percentage Change <sup>8</sup>	Duration	Valuation of outcome (NT\$)	Value of Outcome					
Name	Number of People Engaged <sup>9</sup>					Discount rate (%)	1.047% <sup>10</sup>				
						Year 1 (post-activity)	Year 2	Year 3	Year 4	Year 5	Total
SunnyRush	6	Improved interpersonal relations and interactions	100%	1.36	89,180	102,180	76,635	0	0	0	178,815
		Increased local identity	100%	1.33	14,000	22,454	14,034	0	0	0	36,487
		Improved employability	100%	1.89	107,054	144,968	120,805	0	0	0	265,773

<sup>7</sup>Please refer to Appendix 4 for the impact map with detailed calculations.

<sup>8</sup>The percentage change and duration are shown as “NA” for some outcomes because during the evaluation period, the valuation of outcome is expressed in terms of the actual total monetary amount that resulted from each type of stakeholder outcome; other outcomes are expressed in terms of the outcome’s unit pricing.

<sup>9</sup>The SROI calculation for this project is done only for the number of people who were engaged and not repeatedly counted, to calculate the value of outcomes.

<sup>10</sup>The discount rate used in this report is the three-year interest rate for fixed deposits offered by Chunghwa Post, as of January 2018.

Stakeholder		Outcome	Percentage Change <sup>8</sup>	Duration	Valuation of outcome (NT\$)	Value of Outcome					
Name	Number of People Engaged <sup>9</sup>					Discount rate (%)	1.047% <sup>10</sup>				
						Year 1 (post-activity)	Year 2	Year 3	Year 4	Year 5	Total
		Gained self-actualization (sense of accomplishment)	100%	2	217,053	305,238	190,774	0	0	0	496,012
		Increased personal income	NA	NA	1,342,820	223,815	0	0	0	0	223,815
		Increased turnover for the organization/team	NA	NA	6,494,163	6,494,163	0	0	0	0	6,494,163
		Gained resources	NA	NA	2,090,000	2,090,000	0	0	0	0	2,090,000
		Increased brand awareness	NA	1	300,000	5,100,000	0	0	0	0	5,100,000
			NA	1	500,000	1,500,000	0	0	0	0	1,500,000
			NA	1	50,000	150,000	0	0	0	0	150,000
		Cultural preservation	NA	1	1,500,000	1,500,000	0	0	0	0	1,500,000

Stakeholder		Outcome	Percentage Change <sup>8</sup>	Duration	Valuation of outcome (NT\$)	Value of Outcome					
Name	Number of People Engaged <sup>9</sup>					Discount rate (%)	1.047% <sup>10</sup>				
						Year 1 (post-activity)	Year 2	Year 3	Year 4	Year 5	Total
		Impact on physical and mental health (negative)	50%	1	(101,667)	(103,791)	0	0	0	0	(103,791)
Rush craftspeople - rush-weavers	7	Gained self-actualization (sense of accomplishment)	100%	1.67	83,000	258,222	118,352	0	0	0	376,574
		Improved interpersonal relations and interactions	100%	2	53,333	126,389	57,928	0	0	0	184,317
		Impact on physical and mental health (positive)	100%	1	41,667	72,410	0	0	0	0	72,410
		Increased rush-planting knowledge and skills	NA	1.5	25,000	15,799	10,532	0	0	0	26,331



Stakeholder		Outcome	Percentage Change <sup>8</sup>	Duration	Valuation of outcome (NT\$)	Value of Outcome					
Name	Number of People Engaged <sup>9</sup>					Discount rate (%)	1.047% <sup>10</sup>				
						Year 1 (post-activity)	Year 2	Year 3	Year 4	Year 5	Total
		Increased personal income	NA	NA	1,920,000	1,280,000	0	0	0	0	1,280,000

Stakeholder		Outcome	Percentage Change <sup>8</sup>	Duration	Valuation of outcome (NT\$)	Value of Outcome					
Name	Number of People Engaged <sup>9</sup>					Discount rate (%)	1.047% <sup>10</sup>				
						Year 1 (post-activity)	Year 2	Year 3	Year 4	Year 5	Total
Rush craftspeople - rush-weavers (other)	6	Increased personal income	NA	NA	36,000	36,000	0	0	0	0	36,000

Stakeholder		Outcome	Percentage Change <sup>8</sup>	Duration	Valuation of outcome (NT\$)	Value of Outcome					
Name	Number of People Engaged <sup>9</sup>					Discount rate (%)	1.047% <sup>10</sup>				
						Year 1 (post-activity)	Year 2	Year 3	Year 4	Year 5	Total
Rush craftspeople - stitchers of rush-woven works	2	Improved skills in sewing and integrating rushes with other materials	100%	4	32,250	30,234	22,676	17,007	12,755	0	82,672
		Gained self-actualization (sense of accomplishment)	100%	3.5	114,286	71,429	44,643	27,902	17,439	0	161,412
		Improved interpersonal relations and interactions	100%	3	17,500	6,563	4,102	2,563	0	0	13,228
		Increased personal income	NA	NA	556,000	278,000	0	0	0	0	278,000
		Impact on physical and mental health (negative)	100%	2	(225,000)	(140,625)	(70,313)	0	0	0	(210,938)

Stakeholder		Outcome	Percentage Change <sup>8</sup>	Duration	Valuation of outcome (NT\$)	Value of Outcome					
Name	Number of People Engaged <sup>9</sup>					Discount rate (%)	1.047% <sup>10</sup>				
						Year 1 (post-activity)	Year 2	Year 3	Year 4	Year 5	Total
Rush weavers-in-training	6	Improved knowledge of rushes and rush-weaving techniques	100%	3	36,033	68,313	48,389	34,275	0	0	150,977
		Gained self-actualization (sense of accomplishment)	100%	2	78,600	159,656	119,742	89,807	0	0	369,205
		Improved interpersonal relations and interactions	100%	3	82,763	155,180	116,385	87,289	0	0	358,853
		Impact on physical and mental health (positive)	83%	3	50,550	77,229	54,704	38,749	0	0	170,682
		Impact on physical and mental health (negative)	100%	2	(43,042)	(87,877)	(58,584)	0	0	0	(146,461)

Stakeholder		Outcome	Percentage Change <sup>8</sup>	Duration	Valuation of outcome (NT\$)	Value of Outcome					
Name	Number of People Engaged <sup>9</sup>					Discount rate (%)	1.047% <sup>10</sup>				
						Year 1 (post-activity)	Year 2	Year 3	Year 4	Year 5	Total
Straw vendors hat/mat	2	Improved interpersonal relations and interactions	100%	1	20,000	2,500	0	0	0	0	2,500
		Increased turnover for the organization	NA	NA	885,379	664,034	0	0	0	0	664,034

Stakeholder		Outcome	Percentage Change <sup>8</sup>	Duration	Valuation of outcome (NT\$)	Value of Outcome					
Name	Number of People Engaged <sup>9</sup>					Discount rate (%)	1.047% <sup>10</sup>				
						Year 1 (post-activity)	Year 2	Year 3	Year 4	Year 5	Total
Rush farmers (who use ordinary farming methods)	1	Increased personal income	NA	NA	50,000	12,500	0	0	0	0	12,500

Stakeholder		Outcome	Percentage Change <sup>8</sup>	Duration	Valuation of outcome (NT\$)	Value of Outcome					
Name	Number of People Engaged <sup>9</sup>					Discount rate (%)	1.047% <sup>10</sup>				
						Year 1 (post-activity)	Year 2	Year 3	Year 4	Year 5	Total
Rush farmers (who use environmentally-friendly methods)	1	Improved knowledge of rushes and environmentally-friendly farming methods	100%	4	25,000	4,688	3,516	2,637	1,978	0	12,817
		Increased personal income	NA	NA	152,000	38,000	0	0	0	0	38,000

Stakeholder		Outcome	Percentage Change <sup>8</sup>	Duration	Valuation of outcome (NT\$)	Value of Outcome					
Name	Number of People Engaged <sup>9</sup>					Discount rate (%)	1.047% <sup>10</sup>				
						Year 1 (post-activity)	Year 2	Year 3	Year 4	Year 5	Total
Schools	2	Increased uniqueness for school curriculum	100%	1	60,000	15,000	0	0	0	0	15,000
Event participants - attendees of rush-weaving lessons	29	Improved knowledge of rushes and rush-weaving techniques	96%	2.24	61,644	844,349	467,411	258,747	0	0	1,570,507
		Increased local identity	96%	2.84	62,368	685,528	454,163	300,883	0	0	1,440,574
		Inspired and enhanced creativity	77%	2.3	80,881	522,935	368,447	259,599	0	0	1,150,981
Undergraduate	3	Improved knowledge of rushes	100%	3.67	35,454	64,998	32,502	16,253	8,127	0	121,881



Stakeholder		Outcome	Percentage Change <sup>8</sup>	Duration	Valuation of outcome (NT\$)	Value of Outcome					
Name	Number of People Engaged <sup>9</sup>					Discount rate (%)	1.047% <sup>10</sup>				
						Year 1 (post-activity)	Year 2	Year 3	Year 4	Year 5	Total
		and rush-weaving techniques									
		Increased local identity	100%	2.33	58,577	134,244	100,683	75,512	0	0	310,438
		Inspired and enhanced creativity	100%	3.67	45,454	56,814	42,612	31,960	23,971	0	155,357
Distributors	5	Improved abilities in product management and sales	100%	3	46,750	27,393	10,272	3,852	0	0	41,517
		Increased turnover for the organization	NA	NA	4,677,054	2,046,211	0	0	0	0	2,046,211
Communities	1	Reduced environmental impact	NA	0.67	30,000	1,983	0	0	0	0	1,983

Stakeholder		Outcome	Percentage Change <sup>8</sup>	Duration	Valuation of outcome (NT\$)	Value of Outcome					
Name	Number of People Engaged <sup>9</sup>					Discount rate (%)	1.047% <sup>10</sup>				
						Year 1 (post-activity)	Year 2	Year 3	Year 4	Year 5	Total
SWCB	1	Increased effectiveness in policy promotion	NA	2	1,069,000	1,069,000	1,069,000	0	0	0	2,138,000
		Revisions to policy directions	NA	2	50,000	50,000	50,000	0	0	0	100,000
Present value by year						25,904,903	3,397,884	1,208,670	61,647	0	NA
PV						NT\$30,573,103					
Total inputs						NT\$12,743,832					
Net present value (PV - total input)						NT\$17,829,271					
Social return on investment (SROI)						\$2.40					

## SECTION 2 SENSITIVITY ANALYSIS

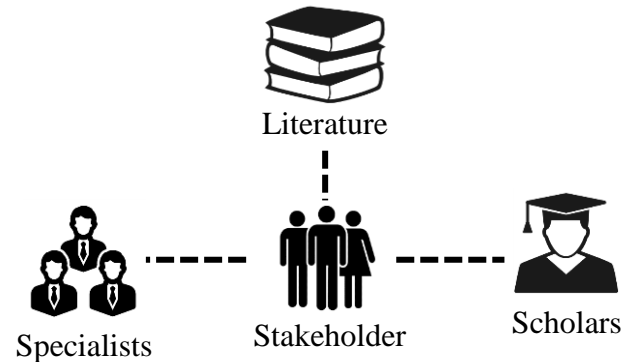
Since the calculation of SROI takes qualitative and narrative information, which is not quantified, and assigns monetary value to it, there is a great deal of assumption and estimation involved. The SROI standards require that each analysis report include a sensitivity analysis and disclose relevant information, to ensure that the results are objective and verifiable.

The adjusting factors and financial proxies for this analysis report are calculated as weighted averages. In addition, we add 10% to or subtract 10% from the original result of the SROI calculation, and adjust the four adjusting factors to 10% and 30% if they originally fell below 10% for any of the outcomes. Also, the “impact on physical and mental health (negative)” outcome pertaining to the rush-weavers is included in the calculation. Finally, the values of all outcomes are extrapolated to the total statistical population of each stakeholder category, arriving at a SROI sensitivity analysis range between 1.55 and 16.37 for this project.

<b>SROI</b>	<b>Adjustment</b>	<b>Details</b>
2.64	SROI	Increased by 10%
2.16	SROI	Decreased by 10%
2.25	Deadweight	< 10% adjusted to 10%
1.95	Deadweight	< 10% adjusted to 30%
2.21	Attribution	< 10% adjusted to 10%
1.84	Attribution	< 10% adjusted to 30%
2.39	Drop-off	< 10% adjusted to 10%
2.37	Drop-off	< 10% adjusted to 30%
2.16	Displacement	0% adjusted to 10%
1.68	Displacement	0% adjusted to 30%
2.40	Outcome	The “impact on physical and mental health (negative)” rush-weaver outcome is included in the calculation
16.37	Number of stakeholders	All stakeholders are extrapolated to their total statistical population
1.55	Financial proxies	All stakeholders: In case stakeholders value all of the outcomes instead of valuing each outcome during value game, we used the average number of all financial proxies and value it for all outcomes which are valued in value game.

### SECTION 3 VERIFICATION OF OUTCOMES

In the third phase of engagement, we confirm all the outcomes and the content of the analysis with the stakeholders. In addition, to ensure that all of the research and analysis results are in line with the actual situation, we also referred to relevant literature<sup>11</sup>, stayed in close contact with experts and scholars, and held discussions with them during the engagement process. The verification process is as follows:



#### 1. Verification of the outcome chain of events

We drew the outcome chain of events from the results of the interviews and questionnaires, then we verified it with the various types of stakeholders. Since the outcome chain of events is taken from stakeholder feedback, most of the stakeholders agreed with what was depicted in the chain of events, which was the process in which the outcome occurred, during the verification phase. However, for the “impact on physical and mental health (negative)” outcome for stitchers of woven works, this subgroup of stakeholders reported that processing the products required a large amount of hand-sewn processing, which easily caused physical fatigue. But during the third phase, that is, the verification phase, another discussion was held with the stitchers of woven works and the SunnyRush team. It was then confirmed that most of the seams of the products were done by machine instead of being hand-sewn; but if there were a high number of orders, the work would still cause fatigue. Therefore, the final outcome had no impact, and its description in the process has been adjusted.

#### 2. Validation of calculation results

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<sup>11</sup> Refer to the Reference section for details.

We explained to the stakeholders the logic behind the calculations and its meaning, and we further verified the importance of the outcomes to the stakeholders in order to confirm whether this was consistent with the final calculations. In the process of verification, only the “impact to physical and mental health (negative)” outcome for rush-weavers did not reach above 1 point (0-10 points) in terms of degree of change, in the questionnaire survey given out during the second phase of engagement. Therefore, in the third phase, we once again checked with the rush-weavers to see whether the outcome was significant and needed to be included in the calculation. This group of stakeholders reported that negative impact on their physical and mental health was minor, because they did their rush-weaving at home, and if they felt tired, they could rest at any time. They believed that the reason they felt unwell was mostly because they were in their old age, so they weren’t in great health to begin with. What’s more, rush-weaving could help train them to be flexible. Thus, in consideration of the SROI principle of materiality, the negative impact on the physical and mental health of the rush-weavers originally included in the calculation was excluded. The remaining stakeholders did not have any significantly different opinions regarding the calculation.

### 3. Other suggestions and thoughts

In the final phase of engagement, that is, verification of outcomes, we again asked the stakeholders whether there were any major or significant impacts or changes that we had yet to include, and whether there were any supplementary explanations or suggestions they wished to include. Among them, the SunnyRush team suggested that in the future, if time is available, relevant events or methods be devised to increase interactions with the consumers who buy SunnyRush products. This would allow the impact on those consumers after their purchase to be better understood, and allow SunnyRush to thus design products more in line with consumer needs and preferences, and make more people aware of the rush industry and culture, which in turn would expand the value and impact of the project.

## Chapter 5 Conclusion

### I. Stakeholder Engagement

- (I) Interviews: In the process of tracking down the stakeholders, due to the nature of the collaboration model between the stakeholders and the SunnyRush team, in which relevant stakeholders had close interactions, most of the stakeholders showed a high degree of cooperation with interviews, except for the attendees of rush-weaving lessons. The high degree of cooperation shows that the SunnyRush team knew the various stakeholders well. In general, stakeholders stated in their feedback that they felt the SunnyRush team put in a lot of effort into their operations, and that the team stimulated the local rush industry.
- (II) Issuing questionnaires: The attendees of rush-weaving lessons mostly attended the events just once and for an hour only, so there was no sure way to track them down, and thus their questionnaire response rate was low (2%). In addition, the rush-weavers were relatively advanced in age, and there was a certain degree of difficulty for them in filling out the questionnaire, so the response rate for them was also low (25%). After subtracting those two types of stakeholders, the average percentage for questionnaires returned was as high as 72% for the other stakeholders, so it is clear that the SunnyRush team knew the stakeholders well. We suggest that more effort be put into following up on attendees of rush-weaving lessons and getting in contact with them.

### II. Total Expenses

SunnyRush project expenses were primarily covered by the team's funds and the time they invested, funding from the SWCB and the Ministry of Culture, as well as the money received from distributors, event sign-up fees from attendees of rush-weaving lessons, and other sources.

### III. Total Benefit Analysis

#### (I) From stakeholder perspective

1. SunnyRush Team: The SunnyRush team accounted for as much as 57.92% of the total outcome value of the project, making them the greatest beneficiaries. The outcome with the highest total value was “increased brand awareness”, followed by “increased turnover”, all conducive to long-term planning and operations. In addition, although only a small amount of feedback reported negative impact to physical and mental health, SunnyRush still needs to pay attention to, and make adjustments to, their interactions and communication with stakeholders and to job-related stress.
2. Rush craftspeople - rush-weavers: The outcome with the highest total value for rush-weavers was “increased income”, followed by “gained self-actualization (sense of accomplishment)” and “improved interpersonal relations and interactions”. In the past, when rush-weavers collaborated with other organizations, they had little chance of interacting with others. This was because they were on average more elderly, it took a long time to finish a rush-woven work, and when they finished their work, buyers went to their homes to pick up the goods.

After they began working with SunnyRush, they had more opportunities to come into contact with consumers and other weavers, so in addition to increased interpersonal interactions, they can now hear praise from other people, which has subtly increased their sense of accomplishment. We suggest that the SunnyRush team increase opportunities for similar interactions, so that their work partners, who usually weave at home, have more opportunities to interact and build relationships with their neighbors.

3. Rush craftspeople - rush-weavers (other): The main outcome for rush-weavers (other) was “increased income”. Because there are relatively few opportunities for them to collaborate with SunnyRush, they have no other significant outcome. We suggest that SunnyRush help this group of stakeholders to connect with other rush-weavers who collaborate more with the team. Because of the similar nature of their work, increasing interaction and communication for them can also lead to an increase in interpersonal relations and other benefits.
4. Rush craftspeople - stitchers of rush-woven works: The outcome with the highest total value for stitchers of woven works was “increased income”, followed by “gained self-actualization (sense of accomplishment)”. As compared with other stakeholders, the outcomes experienced by this group of stakeholders from working with SunnyRush felt no more unique than the outcomes that came from working with other organizations. In other words, the difference between the SunnyRush team and other organizations is small. This also partly indicates that as these stakeholders are rushing to get work done, it causes greater work pressure and physical exhaustion, thus affecting their physical and mental health. Greater attention will be needed for this part; making appropriate adjustments or informing people about work demand ahead of time will ensure proper balance and continuing collaboration.
5. Rush weavers-in-training: The outcome with the highest total value for rush-weavers-in-training was “gained self-actualization (sense of accomplishment)”, followed by “improved interpersonal relations and interactions”. Most of the rush-weavers-in-training were women from socially disadvantaged groups. Under the training of the SunnyRush team, most of them reported in their feedback that they felt more confident about themselves because of the training, made friends with people from class, and even had contact with each other after class and shared ideas. But most of them worried that they were unable to keep up with everyone else’s progress, and they even felt some pressure. We suggest that the SunnyRush team communicate with everyone and keep track of everyone’s learning progress. In addition, they should continuously observe and track how the trainees have benefited. In the future, those trainees may become part of the SunnyRush team and earn an income.
6. Straw hat/mat vendors: The outcome with the highest total value for straw hat/mat vendors was “increased income”, followed by “improved

interpersonal relations and interactions”. For the second part, we suggest that the SunnyRush team gather local organizations in the rush industry to establish a communication platform and form an alliance. Such a partnership would further increase the scale of the overall rush industry.

7. Rush farmers (who use ordinary farming methods): For rush farmers who use ordinary farming methods, their only outcome was “increased income”. We suggest that the SunnyRush team interact with the stakeholders, pass on concepts of environmentally-friendly farming, and even provide assistance in terms of labor to reduce the burden on farmers during the harvest.
8. Rush farmers (who use environmentally-friendly methods): For the rush farmers who use environmentally-friendly methods, they not only had “increased income”, but also had “improved knowledge of rushes and environmentally-friendly farming methods” as their outcomes. We suggest that the SunnyRush team train these farmers to serve as teachers of environmentally-friendly farming methods, pass on the concepts to other farmers who use ordinary farming methods, and expand the benefits to their communities and the environment.
9. Schools: Schools gained the outcome of “increased distinctiveness in school curriculum”, but in terms of uniqueness, schools reported in their feedback that many similar courses could achieve the same benefits. We thus suggest that the team strengthen their connections with the local community, and incorporate more of the local identity and culture into their lessons so that schools can feel that there is a difference from the lessons offered by other organizations.
10. Event participants - attendees of rush-weaving lessons: The event participants accounted for as much as 13.44% of the total outcome value of the project, making them the second largest beneficiary group. The outcome with the highest total value was “improved knowledge of rushes and rush-weaving techniques”, followed by “increased local identity”. Most event participants reported in their feedback that they had a better understanding of rushes due to events held by SunnyRush, and that they would even introduce others to rushes, thus increasing their sense of identification with Yuanli, Miaoli and rushes. That clearly reflected one of the goals of the SunnyRush team, which is to help more people learn about rush-weaving techniques. We suggest that the SunnyRush team continue to pay attention to and keep track of how event participants show their support for rush-related events and related benefits.
11. Undergraduate research interns: The outcome with the highest total value for undergraduate research interns was “increased local identity”, followed by “inspired and enhanced creativity”. Due to the regional nature of its activities, the SunnyRush team had an impact on the nearby university students, and allowed them a better understanding of the locale in which they are pursuing their studies, as well as the local culture. Their creativity was also stimulated in their interaction with SunnyRush. We suggest that the SunnyRush team continue to keep track



of and show attention to the undergraduate research interns, who gained a deep understanding of SunnyRush, as there may be other opportunities for collaboration as well as benefits in the future.

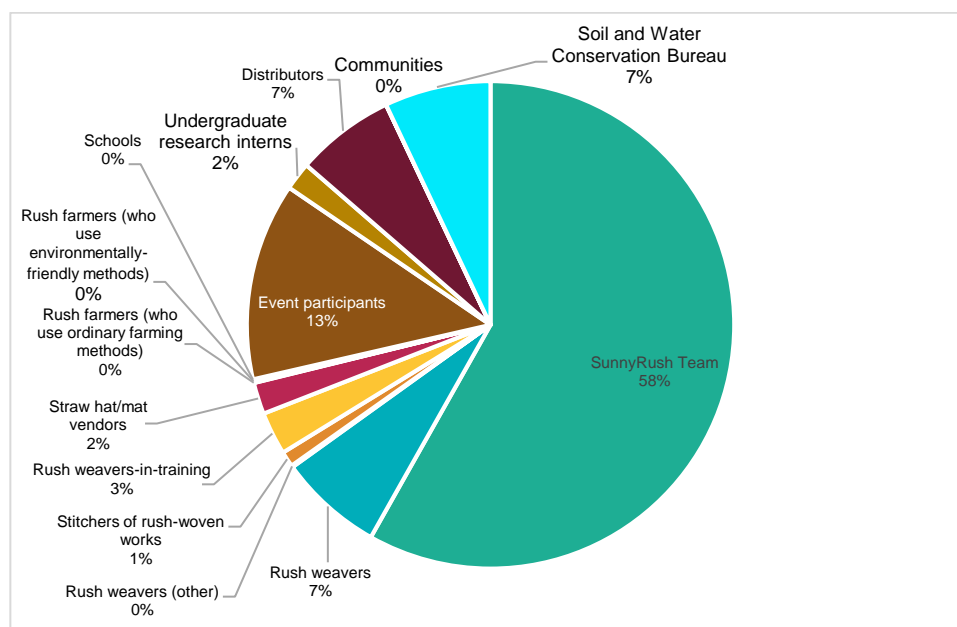
12. Distributors: The outcome with the highest total value for distributors was “increased turnover for the organization”, followed by “improved abilities in product management and sales”. We suggest that the SunnyRush team set up a weaving course for their distributors' salespeople. This is because these salespeople come in direct contact with consumers, and learning about weaving will strengthen their knowledge of rush-woven products, and indirectly promote the culture of rushes and the stories behind them to consumers.
13. Communities: Communities gained the outcome of “reduced environmental impact”. The benefits from this outcome are less significant than the outcomes of other stakeholders, because the benefits of environmentally-friendly farming require time to show. Thus, continuous observation should be conducted and records of relevant data should be kept for subsequent analysis.
14. COA Soil and Water Conservation Bureau: The COA Soil and Water Conservation Bureau accounts for 7.23% of the total outcome value of the project, making it the third largest beneficiary. The rush culture that the SunnyRush team focuses on is a project of cultural preservation, providing the SWCB with an exemplary case to promote and innovation in agricultural culture and a demonstration site, as well as helping the government accumulate experience related to agricultural culture. Whenever there is a need for a site or model to serve as a reference for others, SunnyRush’s facilities can be borrowed for that purpose, as well as to promote the bureau’s policies. In addition, SunnyRush’s experiences in implementing the project help the bureau in revisions to policy directions.

The benefits to the various stakeholders are as follows:

**Table 2 Proportion of Outcome Benefits Enjoyed by Each Stakeholder Group**

<b>Stakeholder</b>	<b>Total outcomes (undiscounted)</b>	<b>Outcome Percentage</b>
SunnyRush Team	17,931,275	57.92%
Rush craftspeople - rush-weavers	1,939,633	6.27%
Rush craftspeople - rush-weavers (other)	36,000	0.12%
Rush craftspeople - stitchers of rush-woven works	324,374	1.05%
Rush weavers-in-training	903,256	2.92%
Straw hat/mat vendors	666,534	2.15%
Rush farmers (who use ordinary farming methods)	12,500	0.04%

Stakeholder	Total outcomes (undiscounted)	Outcome Percentage
Rush farmers (who use environmentally-friendly methods)	50,817	0.16%
Schools	15,000	0.05%
Event participants - attendees of rush-weaving lessons	4,162,061	13.44%
Undergraduate research interns	587,676	1.90%
Distributors	2,087,728	6.74%
Communities	1,983	0.01%
COA Soil and Water Conservation Bureau	2,238,000	7.23%
<b>Total</b>	<b>30,956,838</b>	<b>100%</b>



(II) Analysis of economic, social, environmental, and governmental benefits

The calculation results show that the economic and social benefits from the project each account for about half of the total. It can be observed that the SunnyRush project is balanced in development. Significant environmental benefits have yet to be seen, but those take a long time to accumulate. We suggest that the SunnyRush team continue to promote the environmental benefits while maintaining economic and social ones, so that they may reach one of their goals, which is to promote the concept of environmentally-friendly farming. For each group of stakeholders, the undiscounted values of outcome benefits for each aspect are as follows:

Stakeholder	Outcome	Economic		Social		Environmental	
		Amount	%	Amount	%	Amount	%
SunnyRush Team	Improved interpersonal relations and interactions	-	-	178,815	1.01	-	-
	Increased local identity	-	-	36,487	0.21	-	-
	Improved employability	-	-	265,773	1.49	-	-
	Gained self-actualization (sense of accomplishment)	-	-	496,012	2.79	-	-
	Increased brand awareness	-	-	6,750,000	37.94	-	-
	Cultural preservation	-	-	1,500,000	8.43	-	-
	Impact on physical and mental health (negative)	-	-	(103,791)	-0.58	-	-
	Increased personal income	223,815	1.70	-	-	-	-
	Increased turnover for the organization/team	6,494,163	49.34	-	-	-	-
	Gained resources	2,090,000	15.88	-	-	-	-
Rush craftspeople - rush-weavers	Gained self-actualization (sense of accomplishment)	-	-	376,574	2.12	-	-
	Improved interpersonal relations and interactions	-	-	184,317	1.04	-	-
	Impact on physical and mental health (positive)	-	-	72,410	0.41	-	-
	Increased rush-planting knowledge and skills	-	-	26,331	0.15	-	-
	Increased personal income	1,440,000	9.72	-	-	-	-

Stakeholder	Outcome	Economic		Social		Environmental	
		Amount	%	Amount	%	Amount	%
Rush craftspeople - rush-weavers (other)	Increased personal income	36,000	0.27	-	-	-	-
Rush craftspeople - stitchers of rush-woven works	Improved skills in sewing and integrating rushes with other materials	-	-	82,672	0.46	-	-
	Gained self-actualization (sense of accomplishment)	-	-	161,412	0.91	-	-
	Improved interpersonal relations and interactions	-	-	13,228	0.07	-	-
	Impact on physical and mental health (negative)	-	-	(210,938)	-1.19	-	-
	Increased personal income	278,000	2.11	-	-	-	-
Rush weavers-in-training	Improved knowledge of rushes and rush-weaving techniques	-	-	150,977	0.85	-	-
	Gained self-actualization (sense of accomplishment)	-	-	369,205	2.08	-	-
	Improved interpersonal relations and interactions	-	-	358,853	2.02	-	-
	Impact on physical and mental health (positive)	-	-	170,682	0.96	-	-
	Impact on physical and	-	-	(146,461)	-0.82	-	-

Stakeholder	Outcome	Economic		Social		Environmental	
		Amount	%	Amount	%	Amount	%
	mental health (negative)						
Straw vendors hat/mat	Improved interpersonal relations and interactions	-	-	2,500	0.01	-	-
	Increased turnover for the organization	664,034	5.04	-	-	-	-
Rush farmers (who use ordinary farming methods)	Increased personal income	12,500	0.09	-	-	-	-
Rush farmers (who use environmentally-friendly methods)	Improved knowledge of rushes and environmentally-friendly farming methods	-	-	12,817	0.07	-	-
	Increased personal income	38,000	0.29	-	-	-	-
Schools	Increased uniqueness for school curriculum	-	-	15,000	0.08	-	-
Event attendees of rush-weaving lessons participants	Improved knowledge of rushes and rush-weaving techniques	-	-	1,570,507	8.83	-	-
	Increased local identity	-	-	1,440,574	8.10	-	-
	Inspired and enhanced creativity	-	-	1,150,981	6.47	-	-
Undergraduate interns ate research	Improved knowledge of rushes and rush-weaving techniques	-	-	121,881	0.69	-	-

Stakeholder	Outcome	Economic		Social		Environmental	
		Amount	%	Amount	%	Amount	%
	Increased local identity	-	-	310,438	1.74	-	-
	Inspired and enhanced creativity	-	-	155,357	0.87	-	-
Distributors	Improved abilities in product management and sales	-	-	41,517	0.23	-	-
	Increased turnover for the organization	2,046,211	15.55	-	-	-	-
Communities	Reduced environmental impact	-	-	-	-	1,983	100
COA Soil and Water Conservation Bureau	Increased effectiveness in policy promotion	-	-	2,138,000	12.02	-	-
	Revisions to policy directions	-	-	100,000	0.56	-	-
Total		13,162,723	100	17,792,131	100	1,983	100
Percentage per aspect		43%		57%		0%	

On the whole, the project has gradually established itself as well as generating certain benefits in both economic and social terms. With regard to “environmentally-friendly farming” and “documenting weaving methods”, obvious benefits have yet to be seen; however, these two activities require a relatively long implementation period for benefits to be generated. In addition, the connection to the local community should be further strengthened. We suggest that SunnyRush make connections between the team and its partners, then further beyond, to incorporate the rush industry and culture of the entire community of Yuanli and the neighboring towns, to make many dots form a line.

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## Appendix 1 Stakeholder Engagement Interview Outline and Questionnaire(partial)

### ➤ Interview Outline(partial)

1. Why did you want to join SunnyRush/collaborate with SunnyRush/participate in SunnyRush events?
2. Since joining SunnyRush/collaborating with SunnyRush/participating in SunnyRush events, have you personally experienced any changes or influences (such as your thoughts, behaviors, moods, and attitude toward life in general) or in the people and things around you (such as your friends, family, and communities)? Examples: Increased income, increased awareness of traditional handicrafts, increased self-confidence, improvement in craftsmanship, etc.
3. Which of the above changes do you think are more important?
4. How long did these changes last? Or how long do you think such changes may last?
5. If you hadn't joined SunnyRush/collaborated with SunnyRush/participated in SunnyRush events, do you think the chances of the aforementioned changes happening are high? (very likely/likely/unlikely/impossible)
6. Have there been any negative influences or emotions since joining SunnyRush/collaborating with SunnyRush/participating in SunnyRush events?
7. Do you have any other thoughts or suggestions regarding SunnyRush?

### ➤ Questionnaire(partial)

<b>Basic information</b>	Where are you from?
	How old are you?
	When did you join SunnyRush/begin collaborating with SunnyRush/participate in SunnyRush events?
<b>Taking the outcome of “improved knowledge of rushes and rush-weaving techniques” as an example, each outcome is inquired about using the following logic</b>	
<b>Outcome Validation</b>	<p><b>Since joining SunnyRush/collaborating with SunnyRush/participating in SunnyRush events, have you learned to weave rushes, thus improving your knowledge of rushes and weaving skills?</b></p> <p><input type="checkbox"/>Became a lot worse</p> <p><input type="checkbox"/>Became slightly worse</p> <p><input type="checkbox"/>Did not change</p> <p><input type="checkbox"/>Became slightly better</p> <p><input type="checkbox"/>Became a lot better</p> <p><input type="checkbox"/>Other, please specify: _____</p>



<b>Outcome Indicators</b>	<p><b>Based on your knowledge of yourself, have you experienced the following changes since joining SunnyRush/collaborating with SunnyRush/participating in SunnyRush events? (Check all that apply)</b></p> <p><input type="checkbox"/> Better understanding of background knowledge for rushes (For example: I know the characteristics of rushes, its planting season, distinguish different cuts of rushes, etc.)</p> <p><input type="checkbox"/> Improved rush-weaving techniques</p> <p><input type="checkbox"/> I have a better knowledge of how to make the patterns more beautiful</p> <p><input type="checkbox"/> I've introduced others to rush-weaving</p> <p><input type="checkbox"/> I can detect a mistake I've made in the weaving, remove it, and then reweave that part</p> <p><input type="checkbox"/> I can finish a piece of rush-woven work on my own, and I don't really need to ask teachers for help in the process</p> <p><input type="checkbox"/> If other classmates or friends ask me about rush-weaving, I can teach them</p> <p><input type="checkbox"/> I did not have any of the above changes</p> <p><input type="checkbox"/> Other, please specify: _____</p>
<b>Degree of change and importance</b>	<p><b>Based on your knowledge of yourself, how much has the outcome of “improved knowledge of rushes and rush-weaving techniques” changed before and since joining SunnyRush/collaborating with SunnyRush/participating in SunnyRush events?</b></p> <p>Before joining SunnyRush/collaborating with SunnyRush/participating in SunnyRush events: _____ points (0-10 points)</p> <p>Since joining SunnyRush/collaborating with SunnyRush/participating in SunnyRush events: _____ points (0-10 points)</p> <p>The importance of this outcome in your mind: _____ points (0-10 points)</p>
<b>Valuation of outcome</b>	<p><b>Which gift from the gift list would you be willing to substitute for the outcome of “improved knowledge of rushes and rush-weaving techniques”? (If there is no gift that you want from the list, please fill in one of your own choosing and the amount)</b></p>
<b>Duration</b>	<p><b>How long do you think the change which you experienced since joining SunnyRush/collaborating with SunnyRush/participating in SunnyRush events, namely “improved knowledge of rushes and rush-weaving techniques”, will last?</b></p> <p><input type="checkbox"/> 4 years</p> <p><input type="checkbox"/> 3 years</p> <p><input type="checkbox"/> 2 years</p>

	<input type="checkbox"/> 1 year <input type="checkbox"/> Other, please specify: _____
<b>Drop-off</b>	<p><b>Continuing from the above question, if the change can last for more than a year, will the effects of the change decrease year by year?</b></p> <input type="checkbox"/> 75%, it is possible that the effects of the change will decrease by a lot every year <input type="checkbox"/> 50%, it is possible that the effects of the change will decrease by half every year <input type="checkbox"/> 25%, it is unlikely that the effects of the change will decrease year by year <input type="checkbox"/> 0%, the effects of the change will not decrease year by year; they will stay the same every year <input type="checkbox"/> Other, please specify: _____
<b>Deadweight</b>	<p><b>If you hadn't joined SunnyRush/collaborated with SunnyRush/participated in SunnyRush events, how likely do you think that you would have had the opportunity to experience the same level of change through other channels or means?</b></p> <input type="checkbox"/> 100%, I had many ways to experience the same change in the first place <input type="checkbox"/> 75%, I have other ways to experience the same change <input type="checkbox"/> 50%, there's a 50% likelihood that I would experience the same change with other means as I did with SunnyRush <input type="checkbox"/> 25%, the other ways are fine, but the same effects couldn't be achieved without attending SunnyRush's rush-weaving lessons and lectures <input type="checkbox"/> 0%, the changes I experienced through SunnyRush are irreplaceable <input type="checkbox"/> Other, please specify: _____
<b>Attribution</b>	<p><b>In addition to joining SunnyRush/collaborating with SunnyRush/participating in SunnyRush events, do you also have other channels or means that have helped you experience the outcome of "improved knowledge of rushes and rush-weaving techniques"? How much has joining SunnyRush/collaborating with SunnyRush/participating in SunnyRush events contributed to this change?</b></p> <input type="checkbox"/> 100%, it's all thanks to SunnyRush! <input type="checkbox"/> 75%, it's mostly because of SunnyRush! <input type="checkbox"/> 50%, SunnyRush gets half of the credit! <input type="checkbox"/> 25%, it was mostly due to other reasons! <input type="checkbox"/> 0%, the changes I experienced have nothing to do with SunnyRush! <input type="checkbox"/> Other, please specify: _____

<b>Other outcomes</b>	<b>Have you experienced any changes or impact that was not mentioned above? Please explain.</b>
<b>Other suggestions and thoughts</b>	<b>Do you have anything you would like to say the SunnyRush team?</b>

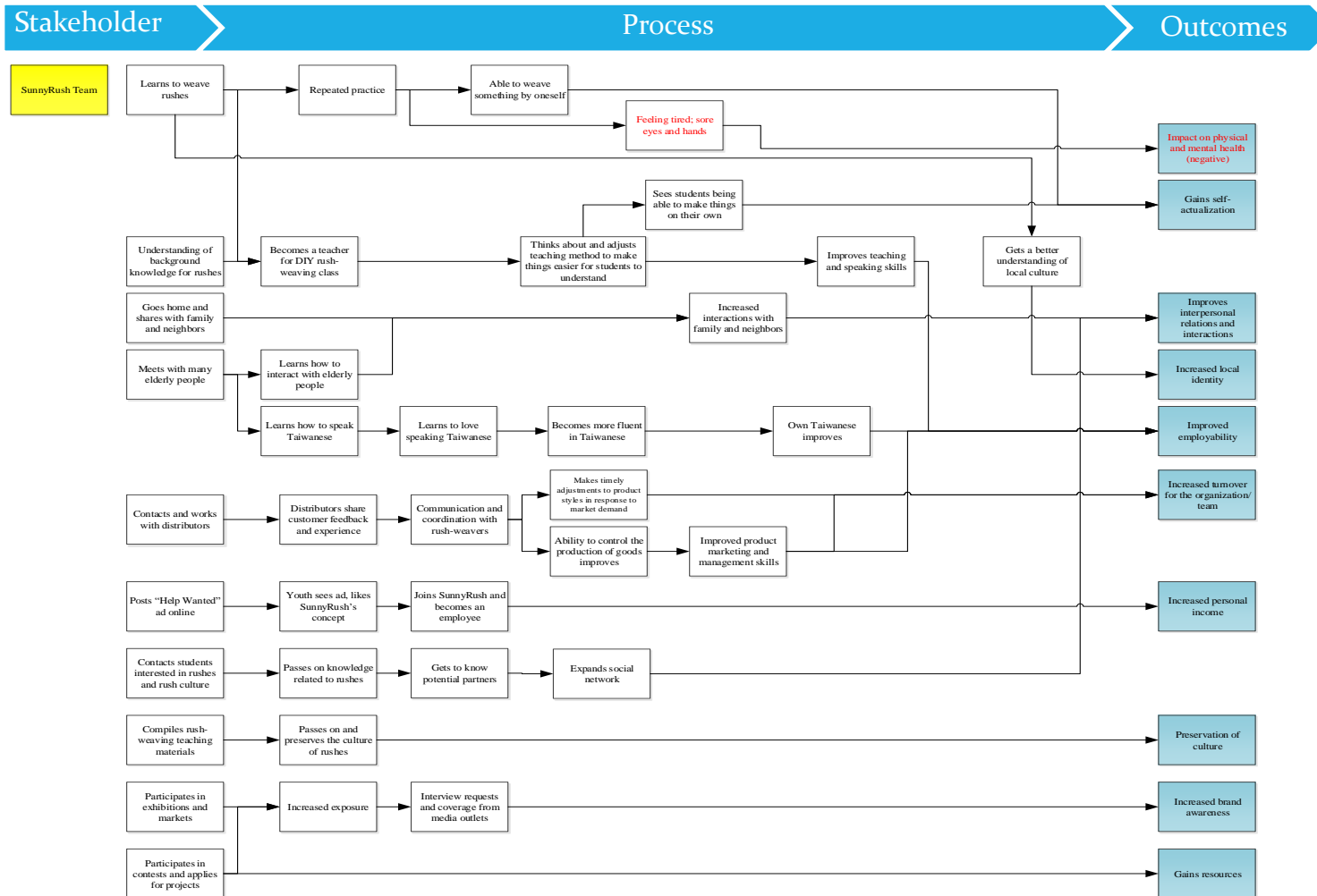
## Appendix 2 Stakeholder Inputs

Stakeholder		Inputs		Description	Source
		Type	Amount		
SunnyRush Team	NA	Funds	5,722,917	SunnyRush team startup capital	Provided by SunnyRush team
		Time	967,256	2016.10.01-2016.03.31, salary unpaid	2018 Payrolls of Establishment Units of Arts, Entertainment and Recreation, Directorate General of Budget, Accounting and Statistics, Executive Yuan <a href="https://reurl.cc/N07XQ">https://reurl.cc/N07XQ</a>
Rush craftspeople	Rush weavers	Time	0	The cost of time invested has already been calculated into the amount of money the SunnyRush team has invested; to avoid double counting, it is shown as 0 here	NA
	Rush weavers (other)	Time	0		
	Stitchers of rush-woven works	Time	0		
Rush weavers-in-training	NA	Time	56,700	Calculated as minimum wage of NT\$150/hour, 21 lessons, 3 hours per class, 6 people in total	Official website of the Ministry of Labor, Republic of China <a href="https://reurl.cc/AANAE">https://reurl.cc/AANAE</a>
Straw hat/mat vendors	NA	NA	NA	NA	NA
Rush farmers	Farmers who use ordinary farming methods	Time	0	The cost of time invested has already been calculated into the amount of money the SunnyRush team has invested; to avoid double counting, it is shown as 0 here	NA
	Farmers who use environmentally-friendly farming methods	Time	0		

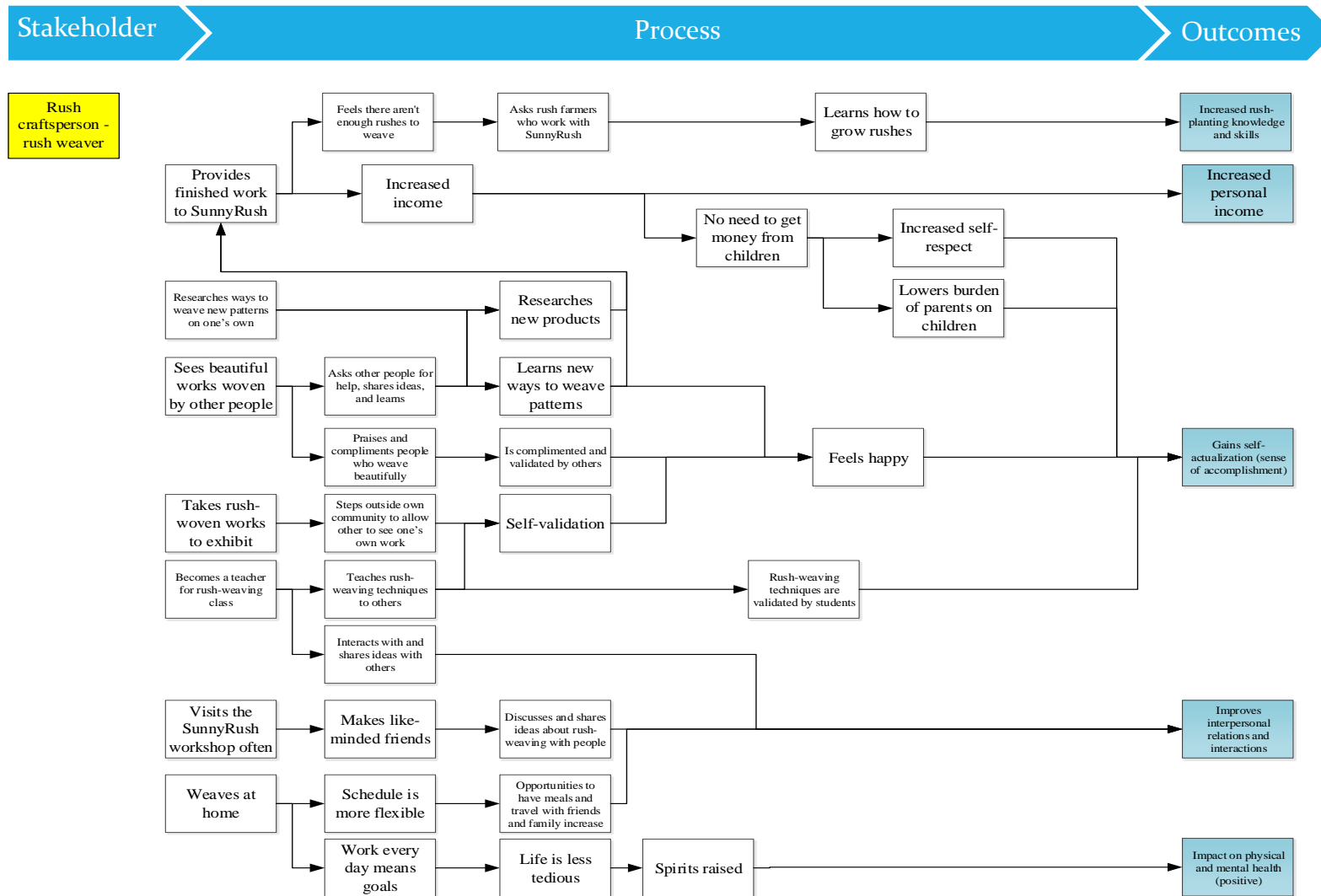
Schools	NA	Funds	120,000	Fees related to opening courses	Provided by the schools
Event participants	Attendees of rush-weaving lessons	Funds	515,250	Event sign-up fees	Provided by SunnyRush team
Undergraduate research interns	NA	Time	0	Students participate in the production of their graduation project during class time; thus, time costs are not calculated	NA
Distributors	NA	Funds	2,416,709	Procurement cost	Provided by SunnyRush team
Communities	NA	NA	NA	NA	NA
COA Soil and Water Conservation Bureau	NA	Funds	1,655,000	2017-2018 subsidy for the Rural-Young Project, Soil and Water Conservation Bureau, Council of Agriculture	Provided by SunnyRush team
Ministry of Culture	NA	Funds	1,290,000	2017-2018 subsidy for the Youth Village Cultural Development Project	Provided by SunnyRush team
-		<b>Total Inputs</b>	<b>12,743,832</b>	-	-

# Appendix 3 Stakeholders' Chain of Events

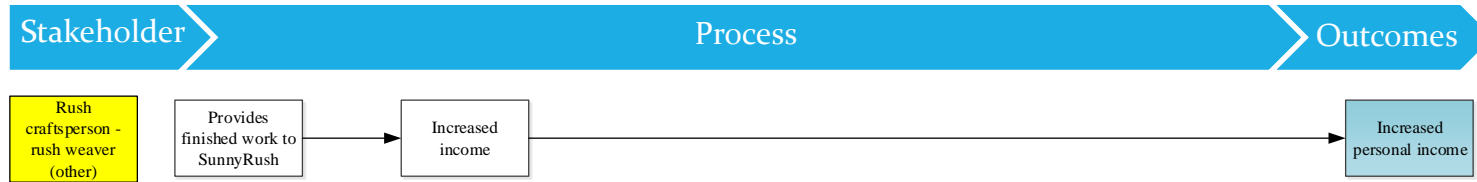
## 1. SUNNYRUSH TEAM



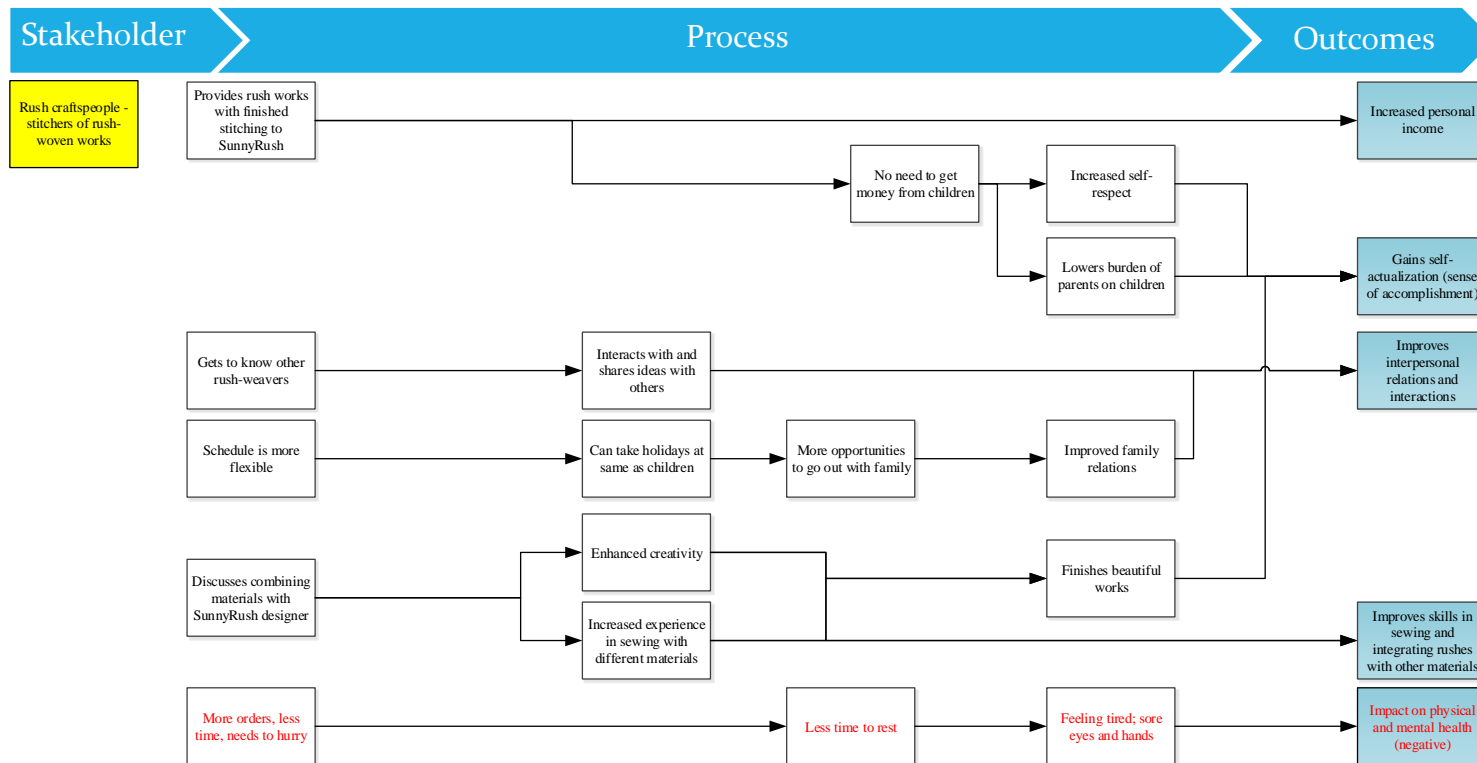
## 2. RUSH CRAFTSPEOPLE - RUSH-WEAVERS



### 3. RUSH CRAFTSPEOPLE - RUSH-WEAVERS (OTHER)

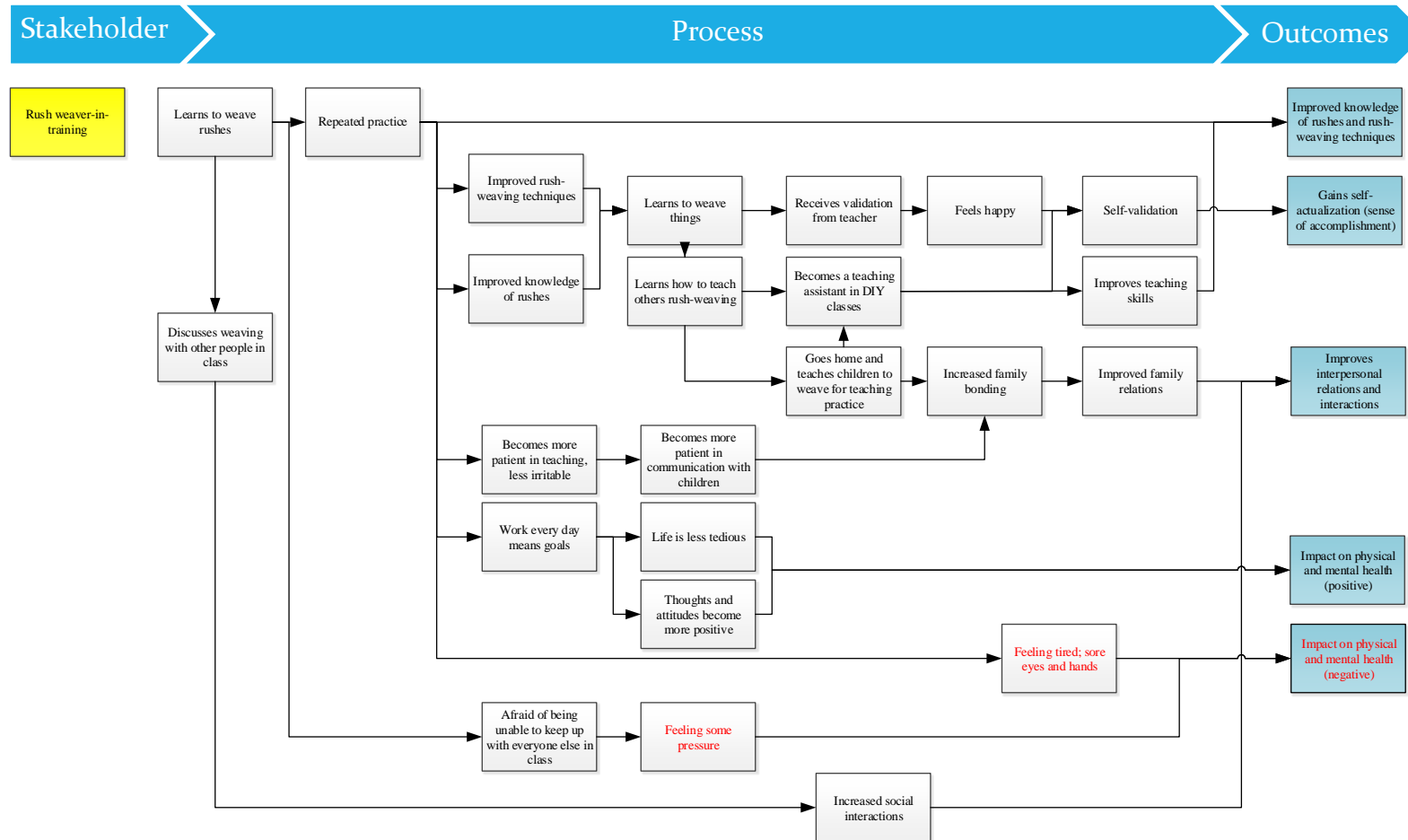


### 4. RUSH CRAFTSPEOPLE - STITCHERS OF RUSH-WOVEN WORKS

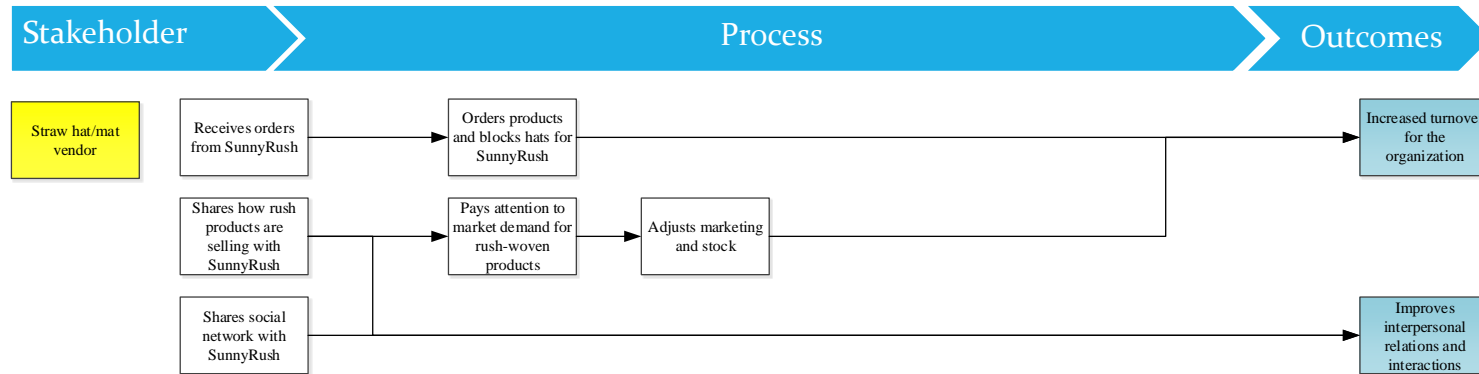




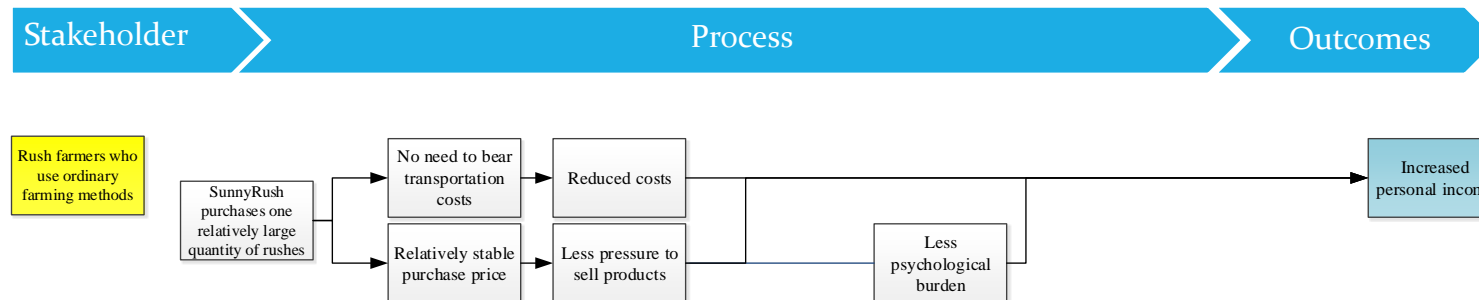
## 5. RUSH WEAVERS-IN-TRAINING



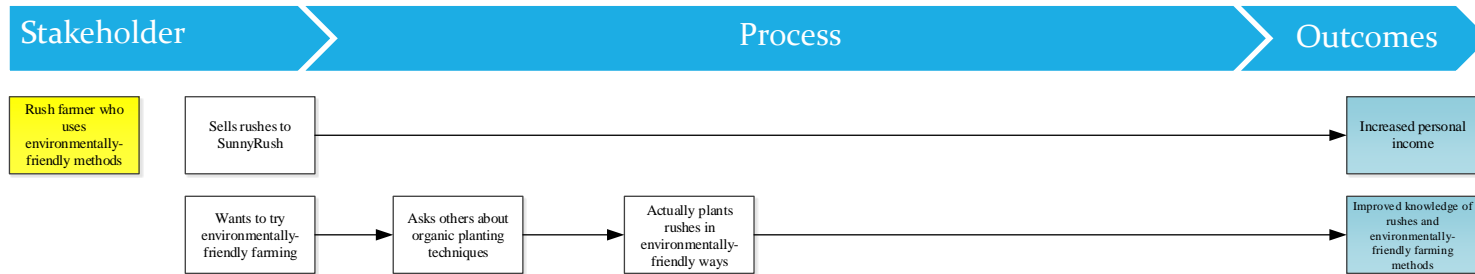
## 6. STRAW HAT/MAT VENDORS



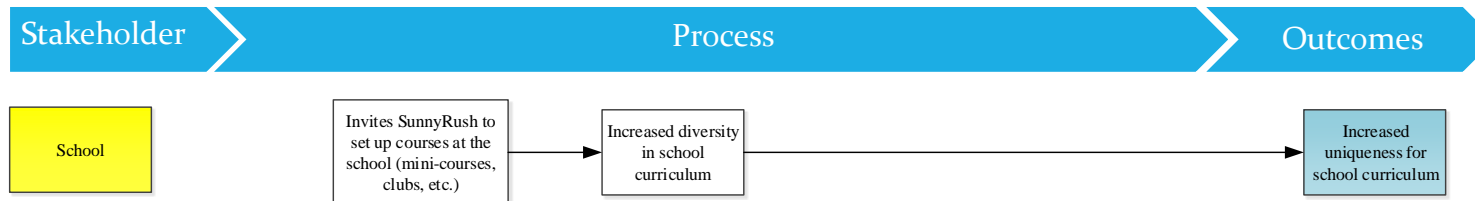
## 7. RUSH FARMERS (WHO USE ORDINARY FARMING METHODS)



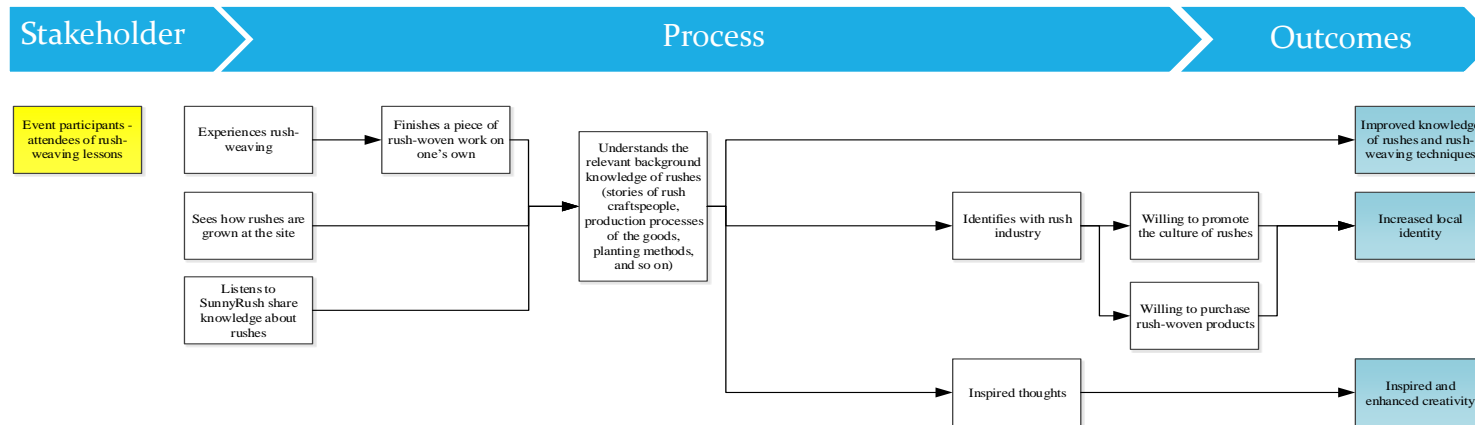
## 8. RUSH FARMERS (WHO USE ENVIRONMENTALLY-FRIENDLY METHODS)



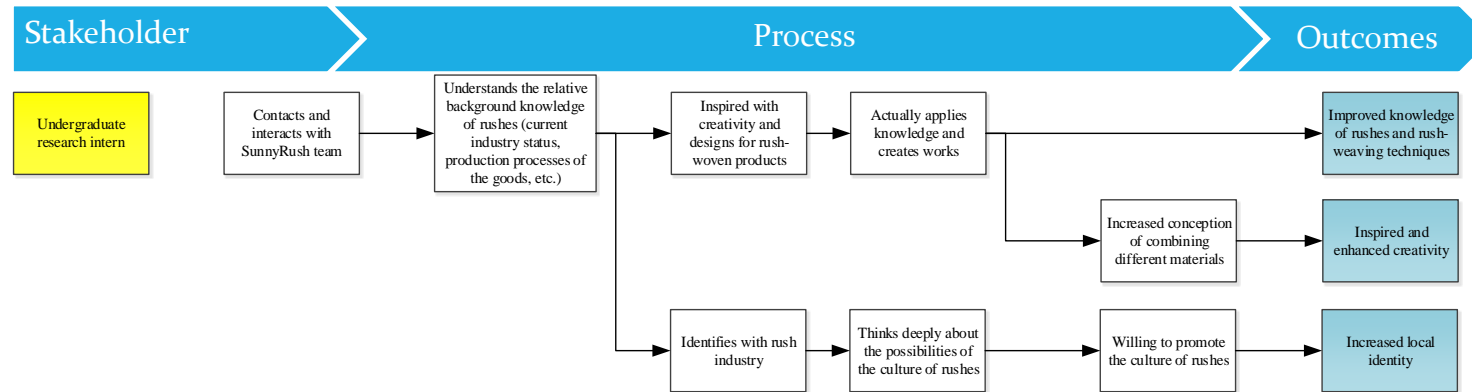
## 9. SCHOOLS



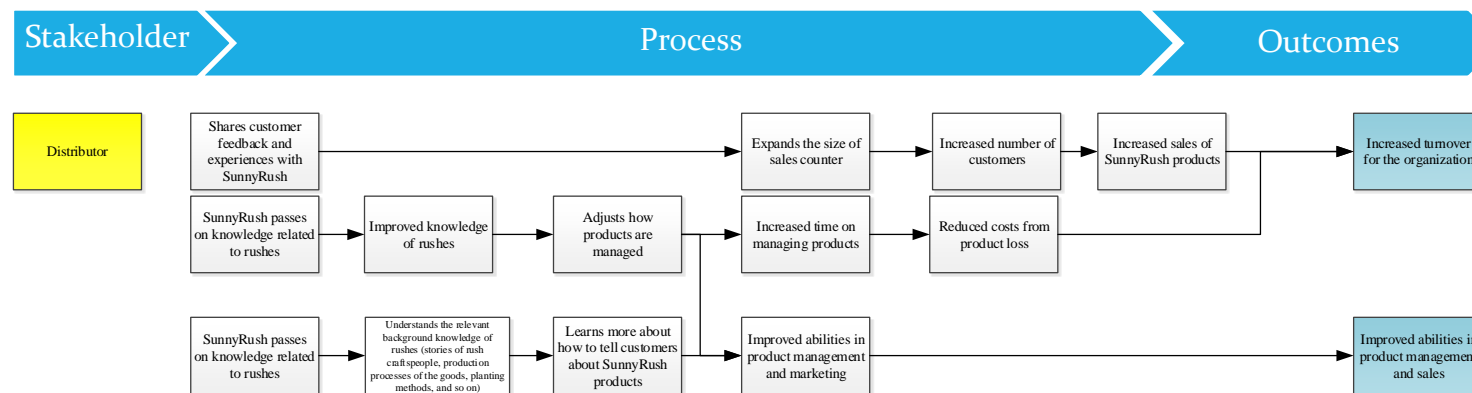
## 10. EVENT PARTICIPANTS



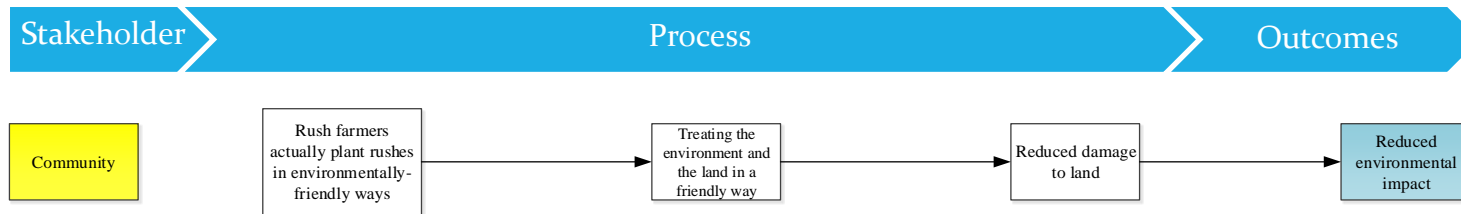
## 11. UNDERGRADUATE RESEARCH INTERNS



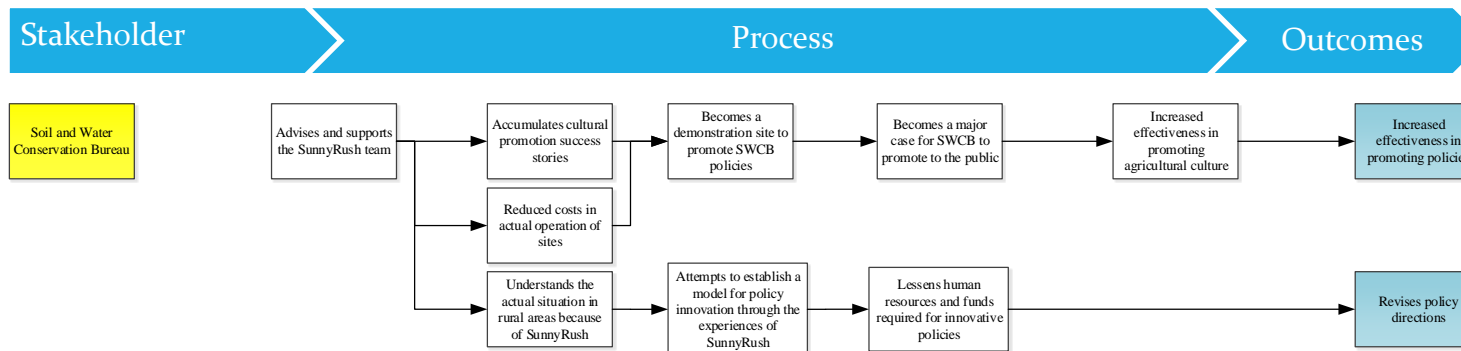
## 12. DISTRIBUTORS



### 13. COMMUNITIES



### 14. COA SOIL AND WATER CONSERVATION BUREAU



# Appendix 4 Impact Map

Social Value UK - 影响力地图

Spreadsheet for developing SROI analysis. See guidance tab for further details.

Stage 1		Stage 2		Stage 3										Stage 4			Stage 5																			
Stakeholders		Inputs		Outcomes										Deadweight (c)	Attribution (e)	Drop off % (f)	Impact (G)	Calculating Social Return																		
Who do we have an effect on?	Number of People Engaged	What do they invest?	What is the value of the inputs in currency (NT\$)	Description	Indicator	Source	Quantity	Duration	Financial Proxy	Value in currency (Unit) (B)	What would have happened without the activity?	Who else contributed to the change?	Does the outcome drop off in future years?	$G=A \cdot B \cdot (1-c) \cdot (1-d) \cdot (1-e)$	discount rates	1.047%	Year 1 (post-activity)	Year 2	Year 3	Year 4	Year 5															
				How would the stakeholder describe the changes?	How would you measure it?	Where did you get the information from?	How much change was there?	How long does it last after end of activity?	What proxy would you use to value the change?	What is the value of the change? (NT\$)																										
SunnyRush Team	6	Time	967,256	Improved interpersonal relations and interactions	1. Whether the reply in the questionnaire indicated the occurrence of said outcome	Stakeholder Engagement	100%	6	1.36	Value Game	89,180	58%	54%	25%	102,180.24	102,180	76,635	0	0	0	0	0														
				Increased local identity	1. Whether the reply in the questionnaire indicated the occurrence of said outcome	Stakeholder Engagement	100%	6	1.33	Value Game	14,000	54%	42%	22,453.79	22,454	14,034	0	0	0	0	0	0	0													
				Improved employability	1. Whether the reply in the questionnaire indicated the occurrence of said outcome	Stakeholder Engagement	100%	6	1.89	Value Game	107,054	58%	46%	144,967.80	144,968	120,805	0	0	0	0	0	0	0													
				Increased personal income	1. Whether the reply in the questionnaire indicated the occurrence of said outcome	Stakeholder NA	100%	6	2.00	Value Game	217,053	62%	38%	305,238.24	305,238	190,774	0	0	0	0	0	0	0	0												
				Increased turnover for the organization/team	1. Whether the reply in the questionnaire indicated the occurrence of said outcome	Stakeholder NA	NA	6	0.00	Value Game	1,342,820	83%	0%	0	223,814.52	223,815	0	0	0	0	0	0	0	0												
				Gained resources	Actual amount of resources gained	Stakeholder NA	NA	6	0.00	Value Game	6,494,163	0%	0%	0	6,494,163.00	6,494,163	0	0	0	0	0	0	0	0	0											
				Increased brand awareness	Actual amount of resources gained	Stakeholder NA	NA	17	1.00	Fees for advertising in a newspaper or advertising site	2,090,000	0%	0%	0	2,090,000.00	2,090,000	0	0	0	0	0	0	0	0	0											
				Cultural preservation	Actual amount of resources gained	Stakeholder NA	NA	3	1.00	Fees for advertising in a newspaper or advertising site	300,000	0%	0%	0	300,000.00	300,000	0	0	0	0	0	0	0	0	0											
				Impact on physical and mental health (negative)	1. Whether the reply in the questionnaire indicated the occurrence of said outcome	Stakeholder NA	50%	3	1.00	Fees for advertising in a newspaper or advertising site	500,000	0%	0%	0	1,500,000.00	1,500,000	0	0	0	0	0	0	0	0	0											
				Rush weavers	7	Time	0	Gained self-actualization (sense of accomplishment)	1. Whether the reply in the questionnaire indicated the occurrence of said outcome	Stakeholder Engagement	100%	7	1.67	Value Game	83,000	33%	33%	54%	258,222.22	258,222	118,352	0	0	0	0	0	0									
Improved interpersonal relations and interactions	1. Whether the reply in the questionnaire indicated the occurrence of said outcome	Stakeholder Engagement	100%					7	2.00	Value Game	53,333	46%	38%	54%	126,388.89	126,389	57,928	0	0	0	0	0	0													
Impact on physical and mental health (positive)	1. Whether the reply in the questionnaire indicated the occurrence of said outcome	Stakeholder NA	100%					7	1.00	Value Game	41,667	54%	46%	54%	72,410.30	72,410	0	0	0	0	0	0	0													
Rush weavers (other)	6	Time	0	Increased personal income	Actual increase in personal income	Stakeholder Engagement	NA	NA	0	1,920,000	33%	0%	0%	1,280,000.00	1,280,000	0	0	0	0	0	0	0	0													
				Increased personal income	Actual increase in personal income	Stakeholder Engagement	NA	NA	0	0	0	36,000	0	0%	0%	0%	36,000.00	36,000	0	0	0	0	0	0												
Stitchers of rush-woven works	2	Time	0	Improved skills in sewing and integrating rushes with other materials	1. Whether the reply in the questionnaire indicated the occurrence of said outcome	Stakeholder Engagement	100%	2	4	Bill ingress - to-pay	32,250	25%	38%	25%	30,234.38	30,234	22,676	17,007	12,755	0	0	0	0													
				Gained self-actualization (sense of accomplishment)	1. Whether the reply in the questionnaire indicated the occurrence of said outcome	Stakeholder Engagement	100%	2	3.5	Value Game	114,286	50%	38%	38%	71,428.57	71,429	44,643	27,902	17,439	0	0	0	0													
				Increased personal income	Actual increase in personal income	Stakeholder NA	100%	2	0	Value Game	17,500	50%	38%	0%	150,000.00	150,000	4,102	2,563	0	0	0	0	0													
Rush weavers-in-training	6	Time	56,700	Impact on physical and mental health (negative)	1. Whether the reply in the questionnaire indicated the occurrence of said outcome	Stakeholder Engagement	100%	2	2	Value Game	(225,000)	50%	38%	50%	(140,625)	(140,625)	(70,313)	0	0	0	0	0	0													
				Improved interpersonal relations and interactions	1. Whether the reply in the questionnaire indicated the occurrence of said outcome	Stakeholder Engagement	100%	6	3	Value Game	36,033	46%	42%	29%	68,313.19	68,313	48,389	34,275	0	0	0	0	0													
				Impact on physical and mental health (positive)	1. Whether the reply in the questionnaire indicated the occurrence of said outcome	Stakeholder Engagement	100%	6	3	Value Game	78,000	38%	46%	25%	159,696.25	159,696	119,742	89,890	0	0	0	0	0													
				Increased personal income	Actual increase in personal income	Stakeholder Engagement	100%	6	3	Value Game	82,763	50%	38%	25%	165,526.63	165,527	116,385	87,289	0	0	0	0	0													
				Impact on physical and mental health (negative)	1. Whether the reply in the questionnaire indicated the occurrence of said outcome	Stakeholder Engagement	83%	5	3	Value Game	50,550	54%	33%	29%	77,229.17	77,229	54,704	38,749	0	0	0	0	0													
Straw hatmat vendors	2	na	na	Improved interpersonal relations and interactions	1. Whether the reply in the questionnaire indicated the occurrence of said outcome	Stakeholder Engagement	100%	2	1	Value Game	20,000	75%	75%	25%	2,500.00	2,500	0	0	0	0	0	0	0													
				Increased turnover for the organization	Actual increase in turnover for the organization	Stakeholder Engagement	NA	NA	0	0	0	885,379	25%	0%	0%	664,034.25	664,034	0	0	0	0	0	0	0												
Rush farmers (Farmers who use ordinary farming methods)	1	Time	0	Increased personal income	Actual increase in personal income	Stakeholder Engagement and Questionnaire	NA	NA	0	50,000	75%	0%	0%	12,500.00	12,500	0	0	0	0	0	0	0														
Rush farmers (Farmers who use environmentally-friendly farming methods)	1	Time	0	Improved knowledge of rushes and environmentally-friendly farming methods	1. Whether the reply in the questionnaire indicated the occurrence of said outcome	Stakeholder Engagement	100%	1	4	Value Game	25,000	25%	75%	25%	4,687.50	4,688	3,516	2,637	1,978	0	0	0	0													
Schools	2	Funds	120,000	Increased personal income	Actual increase in personal income	Stakeholder Engagement	NA	NA	0	152,000	75%	0%	0%	38,000.00	38,000	0	0	0	0	0	0	0	0													
				Increased uniqueness for school curriculum	1. Whether the reply in the questionnaire indicated the occurrence of said outcome	Stakeholder Engagement	100%	2	1.00	Fees related to opening courses	60,000	75%	50%	75%	15,000.00	15,000	0	0	0	0	0	0	0	0												
Event participants	29	Funds	515,250	Improved knowledge of rushes and rush-weaving techniques	1. Whether the reply in the questionnaire indicated the occurrence of said outcome	Stakeholder Engagement	96%	28	2.24	Value Game	61,644	38%	21%	45%	844,349.38	844,349	467,411	258,747	0	0	0	0														
				Increased local identity	1. Whether the reply in the questionnaire indicated the occurrence of said outcome	Stakeholder Engagement and Questionnaire	96%	28	2.84	Value Game	62,368	46%	27%	34%	685,528.37	685,528	454,163	300,883	0	0	0	0														
				Inspired and enhanced creativity	1. Whether the reply in the questionnaire indicated the occurrence of said outcome	Stakeholder Engagement	77%	22	2.3	Value Game	80,881	56%	34%	30%	522,935.06	522,935	368,447	259,599	0	0	0	0														
Undergraduate research interns	3	Time	0.00	Improved knowledge of rushes and rush-weaving techniques	1. Whether the reply in the questionnaire indicated the occurrence of said outcome	Stakeholder Engagement	100%	3	3.67	Value Game	35,454	33%	8%	50%	64,998.38	64,998	32,502	16,253	8,127	0	0	0														
				Increased local identity	1. Whether the reply in the questionnaire indicated the occurrence of said outcome	Stakeholder Engagement	100%	3	2.33	Value Game	58,577	17%	8%	25%	134,243.52	134,244	100,683	75,512	0	0	0	0														
Distributors	5	Funds	2,416,709	Inspired and enhanced creativity	1. Whether the reply in the questionnaire indicated the occurrence of said outcome	Stakeholder Engagement	100%	3	3.67	Value Game	45,454	50%	17%	25%	56,814.26	56,814	42,612	31,960	23,971	0	0	0														
				Increased turnover for the organization	Actual increase in turnover for the organization	Stakeholder NA	100%	5	0	Value Game	46,750	81%	38%	63%	27,392.58	27,393	10,272	3,852	0	0	0	0	0													
Communities	1	NA	NA	Reduced environmental impact	1. Whether the reply in the questionnaire indicated the occurrence of said outcome	Stakeholder NA	0.07	0.67	Value Game	30,000	0%	0%	0%	1,983.47	1,983	0	0	0	0	0	0	0														
				Increased effectiveness in policy promotion	1. Whether the reply in the questionnaire indicated the occurrence of said outcome	Stakeholder NA	NA	2	0	Value Game	1,069,000	0%	0%	0%	1,069,000.00	1,069,000	1,069,000	0	0	0	0	0	0													
COA Soil and Water Conservation Bureau	1	Funds	1,665,000	Revisions to policy directions	1. Whether the reply in the questionnaire indicated the occurrence of said outcome	Stakeholder NA	NA	0	2	Value Game	50,000	0%	0%	0%	50,000.00	50,000	50,000	0	0	0	0	0														
Ministry of Culture	1	Funds	1,290,000																																	
<b>Total inputs</b>																																				
															Global Value																					
															<b>total</b>	26,176,127	26,176,127	3,469,408	1,247,033	64,269	0															
															<b>Present value of each year</b>	25,904,903	3,397,884	1,208,670	61,647	0																
															<b>Total Present Value (PV)</b>	\$30,573,103.46																				
															<b>Net Present Value (NPV)</b>	\$17,829,271																				
															<b>Social Return</b>	2.40																				

