Nazava's SROI

TEAM BAJA

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I. Overview of Angels of Impact and Their Beneficiary Nazava

Angels of Impact is a social enterprise co-founded by two women leaders, Laina Greene and Audrey Tan, that believe in the purposeful inclusion of women as a key to ending poverty and to unite them as agents of change (Angels of Impact, 2018). This is done by supporting women-led social enterprises through creating networks and providing assistance and guidance to the leaders in the growth of their business. Angels of Impact partners with other women-led social enterprises, known as beneficiaries to Angels of Impact.

A current beneficiary of Angels of Impact is Nazava Water Filters, now therefore known as Nazava. Nazava provides safe and affordable household water treatment for over 100,000 households worldwide. Based in Indonesia, Nazava engages local women leaders to address persistent social problems faced by the locals:

(i) Disproportionate burden for women to provide safe drinking water for families;

(ii) High costs of obtaining safe drinking water;

(iii) Diseases[1] caused by a lack of access to safe drinking water and unsafe storage of boiled water;

(iv) Greenhouse gas emissions caused by boiling water on mood or LPG;

(v) Distribution of technology to remote areas in Indonesia.

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[1] *Retrieved from Nazava financials*

Nazava's distribution network focuses on resellers, coordinators and direct sales. The coordinators are mostly women leaders from each community or village who are empowered to promote the benefits of Nazava's water filters. This acts as a gateway for the purchase of their filters. In return, these coordinators benefit by earning a commission upon the sale of each water filter. This creates a network of micro-entrepreneurs within each community, ensuring that the poor rural and urban households of Indonesia have access to safe and affordable drinking water.

II. Problem Statement

With an increase of about 22,500 beneficiaries from 2017 to 2018 in Indonesia, Nazava's potential to grow is burgeoning. As such, Nazava needs to secure additional potential grants and funding from investors to grow further and widen their impact to a larger community. By considering the Social Return on Investment (SROI) framework in Section III, investors are able to gain a clearer insight on the extent of Nazava's impact on the larger community. Hence, the Team BAJA is tasked to conduct a SROI assessment on Nazava to help Angels of Impact and Nazava assess and evaluate the impact Nazava generated. This will be conducted through a detailed SROI framework.

III. An Introduction to Social Return on Investment Framework

The SROI is a framework for measuring and accounting for this much broader concept of value; it seeks to "reduce inequality and environmental degradation and improve wellbeing by incorporating social, environmental and economic costs and benefits." (Nicholls, Lawlor, Neitzert, & Goodspeed, 2009). SROI measures social, environmental and economical outcomes and uses a monetary value to represent each outcome. This enables social enterprises to generate a benefit to cost ratio for their organizations' activities. For example, a SROI value of 2 indicates that for every investment of a dollar into the company, two dollars of social value is delivered.

It is important to note that a SROI value is much more than a number. It is an indicator of change to base decisions on, encompassing the outcomes for each key stakeholder within the organization, containing qualitative, quantitative and financial information.

3.1 The Seven Principles of SROI

SROI was developed from a cost-benefit analysis and social accounting perspective, which gave rise to seven key principles (Nicholls, Lawlor, Neitzert, & Goodspeed, 2009). These seven principles are:

1. **Involving stakeholders**

   Key stakeholders are people or organizations that experience change as a result of a particular activity. These stakeholders need to be first identified and then involved in consultation throughout the creation of the SROI framework.

2. **Understanding what changes**

   To create the SROI framework, change must be identified and evaluated by understanding and recognizing positive-negative changes and intended-unintended changes. These changes reflect the outcomes of an activity executed and should be measured in order to show that a real impact has been made.

3. **Valuing the things that matter**

   Upon identifying these outcomes, financial proxies are used to quantify and evaluate the social outcomes.

4. **Including what is material**

   This principle deals with assessing whether exclusion of certain information affects the decision an individual makes about the activity conducted. Deciding what is material requires knowledge of organisation's policies, peers, societal norms and short-term financial impacts. By providing sufficient, relevant and clear information, a complete picture has to be presented for users of the framework to understand the assumptions and activities conducted.

5. **Not over-claiming**

   This principle requires appropriate referencing to trends and benchmarks to help assess the change caused by the activity. It requires consideration of value that is only relevant to the organization's creation of change.

6. Being transparent

The sources and methodology of all the information and evidence collected must be explained and documented accurately and honestly. This is to ensure a credible analysis is conducted.

7. Verifying the result

Finally, the last principle attempts to account for the subjectivity that arises in the analysis process. An independent assurance is required to assess if the decisions formed were reasonable.

These seven principles will be covered in detailed, in the perspective of Nazava, in Section V of this report.

3.2 Six Stages of an SROI Assessment

In the process of conducting an SROI assessment, there are six stages that need to be considered:

1. **Establishing the scope and identifying all key stakeholders**

   Setting clear boundaries on what the SROI analysis covers and how the people involved in the process are affected.

2. **Mapping out the outcomes of each stakeholders**

   An Impact Map, or Theory of Change (TOC), would present the connections between the inputs, outputs and outcomes in the SROI framework. This can be achieved through interactions with the various stakeholders identified.

   Impact Map is a table that includes stakeholders, descriptions of activities, inputs, outputs, outcomes, financial proxies, deadweight, attribution, displacement and calculation of social return. Our team's impact map can be found in our Appendix.

   The TOC model is used to summarise the relationship between inputs, outputs and outcomes. It is a causal model that explains how and why certain intermediate outcomes are necessary pre-conditions for long-term outcomes to be attained. It will also articulate underlying assumptions. We will be presenting it in a table as well as narrative form. This will be further evaluated in Section IV.

3. **Evidencing the outcomes and valuing them**

   To identify outcomes, data is sourced from the various stakeholders and appropriate financial proxies are identified to measure them.

4. **Establishing impact**

   Examining the extent of the impacts would be necessary to ensure that the aspects of change were accurately accounted for. Based on evidence and value of the outcomes, aspects of change that would have happened anyway or are due to other factors should be excluded.

5. **Calculating the SROI**

   In the computation of the SROI analysis, benefits and costs are added and subtracted respectively to evaluate the result of the investment. During this process, the sensitivity of the various factors affecting the SROI value can also be assessed.

6. **Reporting the findings**

   In presenting the findings tabulated, it would be crucial to include the significant outcomes and processes as well as relevant evidences supporting them.

IV. A Summary of our Key Findings

In order to calculate the SROI of Nazava, our team first started out by scoping the project, then proceeded to interview the various key stakeholders identified. This includes the Management team, Administration team, Sales team, Beneficiaries and Coordinators of Nazava. Based on the interview findings, our team analysed and identified input and outcomes of each stakeholder to include in the framework.

Following the identification of outcomes, we came up with reasonable financial proxies that allowed us to quantify the various outcomes that Nazava had impacted the different stakeholders. Through interview findings and secondary research, the team was able to come up with possible financial proxies that would otherwise allow the stakeholders to obtain the same outcome.

We were able to calculate a final SROI value by dividing the total sum of outcomes by the total sum of inputs.

$$SROI\ Value\ = \frac{Sum\ of\ all\ outcomes}{Sum\ of\ all\ inputs}$$

Below are the results obtained:

Total sum of Outcomes (based on financial proxy)	USD 486,446.51 [2]
Total sum of Inputs (based on employee salary and operating costs)	USD 165,168.09
SROI value (sum of outcomes/sum of inputs)	**2.95**

Our findings show that Nazava generated a social impact of US$2.95 for every US$1 invested into the company.

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[2] Values converted to USD from IDR using an exchange rate of US$1 to Rp14,618.

V. Our Methodology

5.1 Establishing scope

5.1.1 Purpose

The main purpose of this SROI analysis was to help Angels of Impact assess and evaluate the impact created by their Social Enterprise (SE) Nazava, on the community, and to help them calculate an SROI value so as to obtain more funding from investors.

Initially, there was no framework in place for Angels of Impact to track how much Nazava was contributing back to society. While Nazava mentioned that they had information from old research done by students, we realised that these information was not directly relevant in the SROI framework. As such, we decided to conduct ground research to gather information required for the SROI framework.

5.1.2 Range of activities

The activities analysed in our scope considers any stakeholder involvement with Nazava. This includes both the internal and external stakeholders, namely the employees and beneficiaries respectively. In our research, we considered the involvement of employees in various departments such as the Management, Administrative, Production and Sales. Besides that, we also took into account the external stakeholders of Nazava i.e. beneficiaries, who are direct users of Nazava's products, as well as coordinators who serve as brand ambassadors of the company.

Thus, an evaluative method was adopted using Nazava's information from 2017 to calculate the SROI framework. Information was made available by the founders of Nazava.

5.2 Identifying relevant stakeholders

Based on the scope of our SROI analysis, we established that stakeholders involved would encompass key parties involved or affiliated with Nazava. These parties include those who experienced any material changes or have been affected by their involvement with Nazava since 2017.

In order to accurately identify the relevant stakeholders to work with, we investigated the job scopes and affiliations of the employees and external stakeholders respectively. To obtain such information, we engaged in ground sensing through interviews with all potential stakeholders. Information required from the stakeholders included inputs of their activities, their learning outcomes and the final outputs of their activities. Appendix IX contains the transcripts of the interviews conducted.

5.2.1 Internal stakeholders

All employees of Nazava were interviewed within the setting of Nazava's main office to better understand their job scopes, contributions and learning outcomes obtained from accomplishing their jobs.

5.2.2 External stakeholders

External stakeholders interviewed include beneficiaries and coordinators of Nazava. Our team managed to interview the external stakeholders easily because of the kind assistance of Nazava's sales team who willingly brought us around to various villages where the beneficiaries and coordinators reside in. Through conversing with them, our team was able to gain a clear understanding of their opinions and perspectives pre- and post-purchase of Nazava's water filters.

From the scope of potential stakeholders and the primary research conducted, we have identified the following relevant stakeholders:

1. Beneficiaries: This group of people includes family members of households that use Nazava products, specifically the water filters.

2. Coordinators: Leaders or members in villages, majority of whom are females, that take on the roles of Nazava's brand ambassadors. They actively promote Nazava's products to their community.

3. Nazava's employees: They are further classified based on their job scopes, such as the Management, Administrative and Sales teams.

The Production Team at Nazava was not considered to be one of the key stakeholders as their involvement with Nazava did not result in any significant outcomes for the individuals. Based on their job scope and learning outcomes, our team concluded the technical skills in manufacturing that they acquired could have been attributed to any other manufacturing jobs. Additionally, resellers and government agencies were excluded as well due to the nature of their relationship with Nazava - where there was a transactional link between the parties. Hence, only the relevant stakeholders were considered thereafter.

For the scope of this project, assumptions that the interview responses are reliable have been made which might have affected the final SROI calculation in reality. Please refer to section VII for more details regarding the full list of limitations for this framework.

5.3 Theory of Change (TOC) Model

After identifying the inputs, outputs and outcomes of the various stakeholders from the interviews, the team created a causal model to identify the progression and pre-conditions for long-term outcomes to be achieved. TOC uses backwards mapping, requiring planners to think in backwards steps from the long-term goal to the intermediate and then early-term changes that would be required to cause the desired change (Centre for Theory of Change, 2018).

Across the 5 key stakeholders, we obtained a total of 13 short-term outcomes, 4 mid-term outcomes and 2 long-term outcomes that were incorporated into the TOC model. The various time frames are defined by the team as follows:

- Short-term: Less than 6 months
- Mid-term: 6 months to a year
- Long-term: Over a year

Among the outcomes identified, time management was mentioned across various stakeholders. However, due to the nature of this outcome, i.e. the inability to identify the cause of better time management stemming from the various sources that could have contributed to this improvement, the team opted to exclude this outcome from the TOC model.

The two long-term outcomes that we have identified from the interviews with stakeholders are (i) Empowerment and (ii) Healthier Lifestyle. These long-term outcomes arise from mid-term outcomes which ultimately stem from short-term outcomes. We will elaborate more on how these long-term outcomes can be achieved below.

Figure 1 below shows Nazava's TOC Model based on our findings.
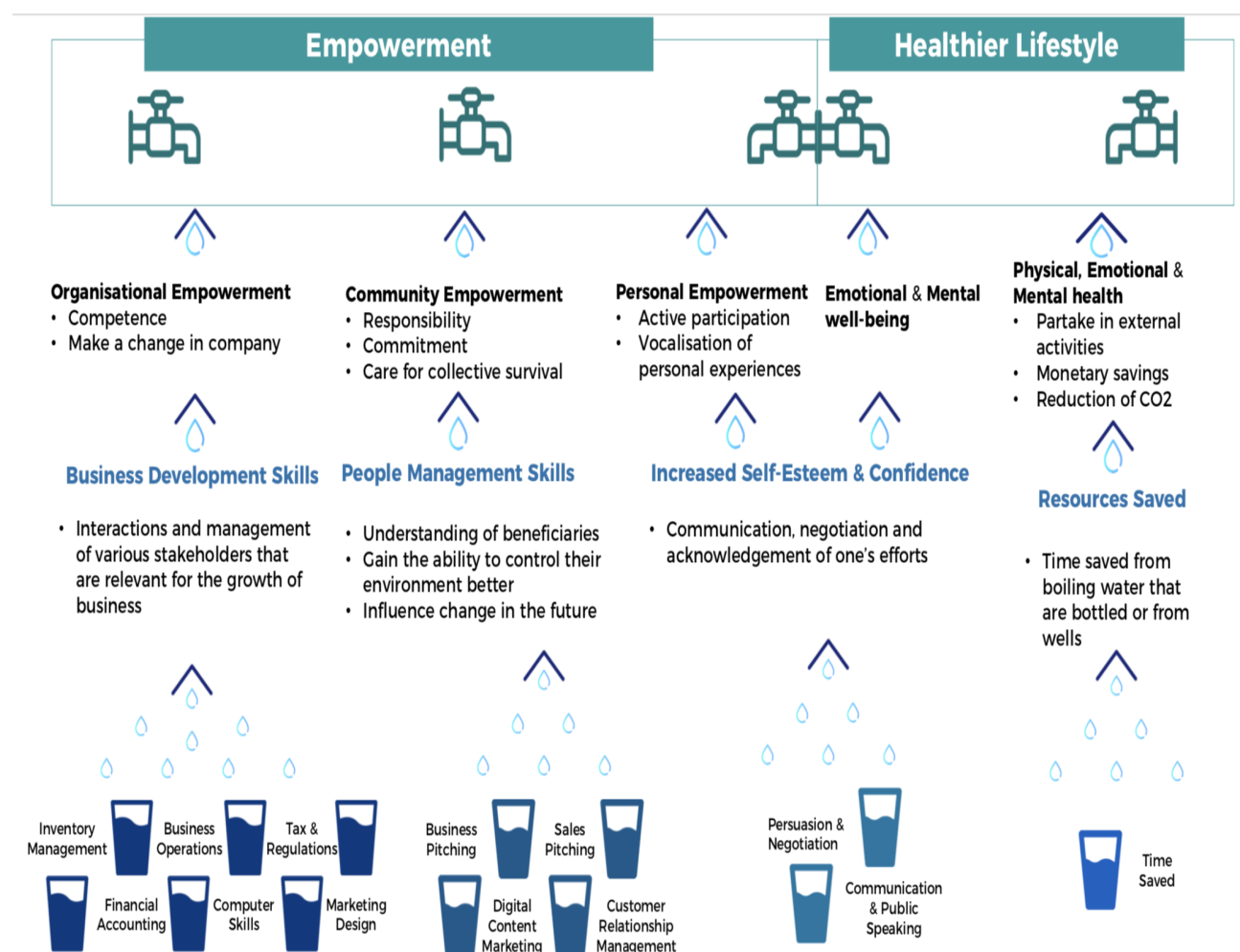
Figure 1: Nazava's TOC Model

It is to be noted that key assumptions underlying the TOC model were made. Assumptions are crucial because if they are incorrect, they can completely alter the effectiveness of Nazava's work. Documenting assumptions and justifications is a continuous process. As outcomes are added and moved around the framework, it remains necessary to question and explain how and why they are necessary (ActKnowledge, 2018).

The table below summarizes the assumptions to be met for the long-term outcomes, Empowerment and Healthier Lifestyle, to be achieved:

Assumptions	
Empowerment	**Healthier Lifestyle**
Coordinators and employees are engaged in their work and are passionate about helping Nazava. They are committed to their work whereby they partake actively in their jobs. This will ensure that the short-term outcomes will be realised to mid-term outcomes and eventually, lead to this long-term outcome.	Coordinators and employees are actively promoting to beneficiaries and raising awareness on the benefits of consuming safe drinking water. This will make the success of Nazava's effort explicit.
Nazava has to offer enough opportunities for the employees to apply their skills they possess. This assumption clarifies why and how Nazava's program is different from traditional job-training programs.	An increase in self-esteem and confidence is positively correlated to improved mental well-being.

5.3.1 Empowerment

Empowerment is a process whereby an individual achieves increasing control of various aspects of his or her life and participates in the community with dignity. Empowerment can exist at three levels: personal, social and organisational. These three forms are highly interactive and co-exist together. Understanding individual change and empowerment informs community empowerment strategies and policy and vice versa (Lord & Hutchison, 1993). Empowerment allows individuals to feel aware of their own capacities, such that they are able to make a difference in various situations, and handle and navigate through new tasks. In the long-run, empowerment would enable individuals to understand their surroundings better, feel powerful to act on improving their lives and the environment around them (Sadan, Empowerment and Community Planning, 2004). The three levels of empowerment as aforementioned can be attributed to the following mid-term outcomes identified from our interviews:

Growth of Business Development Skills

The growth of business development skills is a mid-term outcome that is relevant to Nazava employees. It requires time for employees to understand, grasp and apply the knowledge encompassed. To achieve this outcome, employees must acquire the following short-term outcomes - inventory management, business operations, financial accounting, marketing design, tax and regulations. These are classified as knowledge and skills of employees that can help enhance empowerment in organizations through power-sharing, competence and value internalisation (Hasani & Sheikhesmaeili, 2016).

People Management Skills

Both Nazava employees and coordinators are able to develop people management skills through their job scopes. This involves business pitching, sales pitching, client relationship management and digital content marketing, which are skills attainable in the short-term.

Through the understanding and knowledge of skills relating to interactions and management of various stakeholders, employees and coordinators are able to understand the beneficiaries and hence, gaining the ability to control their environment better and to influence change in the future. This is a form of community empowerment process which develops a sense of responsibility, commitment, and ability to care for collective survival, as well as skills in problem solving, and political efficacy to influence changes in environments relevant to their quality of life (Sadan, Empowerment and Community Development, 2004).

Increased Self-Esteem and Confidence

When employees and coordinators communicate and engage in public speaking, persuasion and negotiation, it leads to an increase in their self-esteem and confidence in the mid-term. This is because it drives power and subsequently, participation in community activity which would in turn enhance self-confidence and a sense of personal control for individuals. Participating in community activities and associations enables these two groups of stakeholders to try new things and expand their participatory competence. They become more open and vocal of their personal experiences. As they continue to sustain their involvement, they deepened their competence and control. It is in this manner that participation advanced the process of personal empowerment (Keiffer, 1984).

5.3.2 Healthier Lifestyle

In 1947 the World Health Organisation defined health as "a state of complete physical, mental and social wellbeing." (World Health Organisation, 1947). An individual's physical environment, mental state and emotional balance all play an equal role in impacting the health of an individual, affecting their lifestyle (Walsh, 2011). Healthier lifestyle in the long-run is obtained from the following mid-term outcomes:

Resources saved

In the short-term, the immediate impact of Nazava's water filters on the beneficiary is in the form of time saved. As the beneficiaries are no longer required to boil the water either bought or taken from the well, the amount of time previously spent boiling water is saved. This additional time is then used for beneficiaries to partake in part-time jobs or their hobbies.

In future, the reduction in the need to boil water results in lesser fuel consumed. This reduces the need for fuel which translates to monetary savings for the beneficiaries. With these monetary savings, there may be an improvement in the mental well-beings of beneficiaries as they will have an increased motivation to manage their finances (Mind for better mental health, 2013) (Sareen, Afifi, McMillan, & Asmundson, 2011).

The reduction in fuel consumption also results in the reduction of carbon emission, improving the physical environment of the beneficiaries and eventually impacting the physical wellbeing of individuals. Having a safer and cleaner environment has a positive impact on the physical health of individuals (Bevc, Marshall, & Picou).

Improved self-esteem and confidence

Similar to the mid-term outcome that results in empowerment, beneficiaries having improved self-esteem and confidence might also have better mental health stability (Sareen, Afifi, McMillan, & Asmundson, 2011). Positive self-esteem can be a protective factor that contributes to positive social behaviour and act as a buffer against the impact of negative influences (Mann, Hosman, Schaalma, & de Vries, 2004). It is associated with mental well-being, adjustment, happiness, productivity, coping, success, and satisfaction (Baumeister, Campbell, & Krueger, 2003). This is potentially a result of an improved ability to portray thoughts and feelings which eventually helps to improve the confidence of an individual due to a stronger appreciation of himself (McCroskey, Richmond, Daly, & Falcione, 1977).

An increase in self-esteem and confidence, as mentioned above, also improves the emotional and mental wellbeing of individuals, reducing the risk of mental breakdowns and disorders, improving the standard of living of the stakeholders and enabling them to lead a healthier lifestyle (Sawyer, et al., 2001). In a research by Ashlee Mulligan in 2011 (Mulligan, 2011), she concluded that improving self-esteem reduces the risk of depression regardless of whether the individual is experiencing stressful life events. Ultimately, prevention of stressful life events and increasing one's coping resources will reduce the risk of depression amongst those with low and high self-esteem.

5.4 Sourcing for the Financial Proxies

We valued the outcomes identified by monetizing them - assigning a monetary value to things that do not have a market price. Financial proxies are used to match the outcomes obtained by each stakeholder. These proxies are assessed through three criteria: (i) courses, (ii) skill-level, and (iii) geographical location. However, the outcomes of the beneficiaries are different from the rest because the outcomes are not reflected as a skill learnt, but rather come in the form of social welfare benefits.

5.4.1 Beneficiary's Financial Proxies

The beneficiary's financial proxies come in the form of three social welfare benefits (outcome): time saved, resources saved, healthier lifestyle. The financial proxies are derived from the interviews conducted with the beneficiaries as well as primary research.

5.4.2 Job vs Course Financial Proxies

A stakeholder can possibly attain their outcome from either through a job or attending a course. However, by working in another job, the stakeholder would be earning an income whereas attending a course requires the stakeholder to pay to attain the same outcome. Based on a discussion with Professor Albert Teo, an expert in SROI, it was determined that financial proxies should be matched with courses that the stakeholder can attend rather than a job. Some reasons include, working in another job, the stakeholder will attain a various set of outcomes, some not related to our outcomes. Hence this will be difficult for the group to define the amount of salary that correlates to the outcome that we are looking for.

5.4.3 Skill-level matching

In order to identify the appropriate financial proxies for each outcome, we took into account the job scope and the skill level of the stakeholder. For example, a proxy of an administrative staff would be different from a proxy of a manager. In addition, the financial proxy is prorated based on the number of individuals that reflected the outcome. For example, one out of three individual from the administrative team had an outcome related to their job scope: marketing and design. Hence, the financial proxy for this outcome is accounted for one person instead of the entire stakeholder group.

5.4.4 Geographical matching

Our team narrowed down the geographical location of these financial proxies to just Bandung and Jakarta so as to ensure that the values sourced are as realistic as possible. This means that, the stakeholder can attend these courses given the proximity of this two locations.

5.5 Adjustments of Financial Proxies

This section aims to assess whether the outcomes identified and analysed are due to Nazava's activities. This is to prevent an overvaluation of the SROI value we are calculating for. There are few aspects to consider such as Deadweight, Displacement and Attribution which are all calculated as percentages. We rounded these estimates to the nearest 10%.

5.5.1 Deadweight

Deadweight is a measure of the amount of outcome that would have happened even if the activity had not taken place. To calculate deadweight, our team had gathered information

during the interviews by asking questions such as "What other services have you accessed apart from Nazava and how helpful do you find them?". Generally, as deadweight increases, Nazava's contribution to the outcome declines. After doing so, we deduct this percentage from the total quantity of the outcome.

5.5.2 Displacement

Displacement is an assessment of how much of the outcome displaced other outcomes. This does not apply in every SROI analysis but we are aware of the possibility. We managed to discover that certain outcomes were displaced because of Nazava's activities.

5.5.3 Attribution

Attribution is an assessment of how much of the outcome was caused by the contribution of other organisations or people. The percentage reflects the proportion of the outcome that is not attributable to Nazava. To get a sense of this, we consulted our stakeholders and analysed other organisations' outcomes. We discovered that other than Nazava, there were other jobs and companies that gave rise to the same outcome. Hence, this was accounted for in our SROI analysis.

5.6 Deriving the inputs

After discussing about how our team gathered the outcome and sourced for the financial proxies, we will now cover the last process needed to form the final SROI value: the inputs. Inputs look at the key activities the stakeholder does while on his or her job.

5.6.1 Salary of Nazava Employees

Through the interviews mentioned earlier, we asked each individual within each stakeholder group about their daily jobs to attain these inputs. In addition, data given from Lisa and Guido, provided us with the salary of these stakeholders. The salaries of employees were obtained based on "Salary overview Nazava June 2018" excel file as given.

5.6.2 Number of Individuals in Each Stakeholder Group

The number of individuals in each stakeholder group were collected through the interviews for the following: Management team, Administrative team and Sales team. Regarding the total count of beneficiaries and coordinators under Nazava from 2017 to 2018, we managed to attain these values from the founder of Nazava, Guido, and "Nazava Consolidated Data 15 Jul 2018" excel file.

5.6.3 Operational Costs

Lastly, we took into account the operational costs of Nazava. Operational costs are considered because there were resources involved in the execution of various activities. In order to obtain the operational cost, we used 'income statement 2017.html' given by Guido.

We sorted the expenses based on key stakeholders and assigned the operational costs accordingly.

The combination of salary, value of number of individuals in each stakeholder group, and operational costs allowed our team to derive the inputs necessary to calculate the final SROI value.

5.7 Calculating the final SROI value

The SROI value signifies the dollar value of impact generated from the investment of one dollar into the company. In order to derive the SROI value, we first need to generate the input value and the impact value.

5.7.1 Input value

Input values are derived using the annual salary of each stakeholder group. The values are taken from "Salary overview Nazava June 2018" excel file. Aside from the time and efforts of the individuals themselves, various resources and logistics were invested and were accounted into the various stakeholders. This comes in the form of operational cost for each stakeholder group. The final input value was calculated by taking the sum of annual salary and operation costs of various stakeholders. The total input value calculated is **USD $165,168.09.**

5.7.2 Impact value

The impact value is calculated by adding up the all the financial proxies' values for each outcome from all stakeholders. The total impact value calculated is **USD $486,446.51**.

5.7.3 SROI value

The SROI value is calculated by dividing the total sum of outcomes by the total value of inputs.

$$SROI\ Value\ = \frac{Sum\ of\ all\ outcomes}{Sum\ of\ all\ inputs} = \frac{161,652}{468,712} = 2.95$$

This SROI value signifies that for every dollar invested in Nazava, **a social impact worth of 2.95 dollars is generated.**

VI. Interpreting the Impact Value

Understanding the components that influence the SROI value will allow Nazava to focus on key important outcomes. To analyse these components, we took the impact value from each stakeholder group and divided it by the total impact value contributed by all the stakeholder groups. For example, the percentage of impact value for the beneficiary can be calculated as such:

$$\% \ of \ Impact \ value \ for \ beneficiary \ = \ \frac{Total \ impact \ value \ for \ beneficiary}{Total \ impact \ for \ all \ stakeholders}$$

% of Impact Value for Each Stakeholder Group

Sales: 1.07
Admin: 0.97
Management: 1.27
Coordinator: 4.24
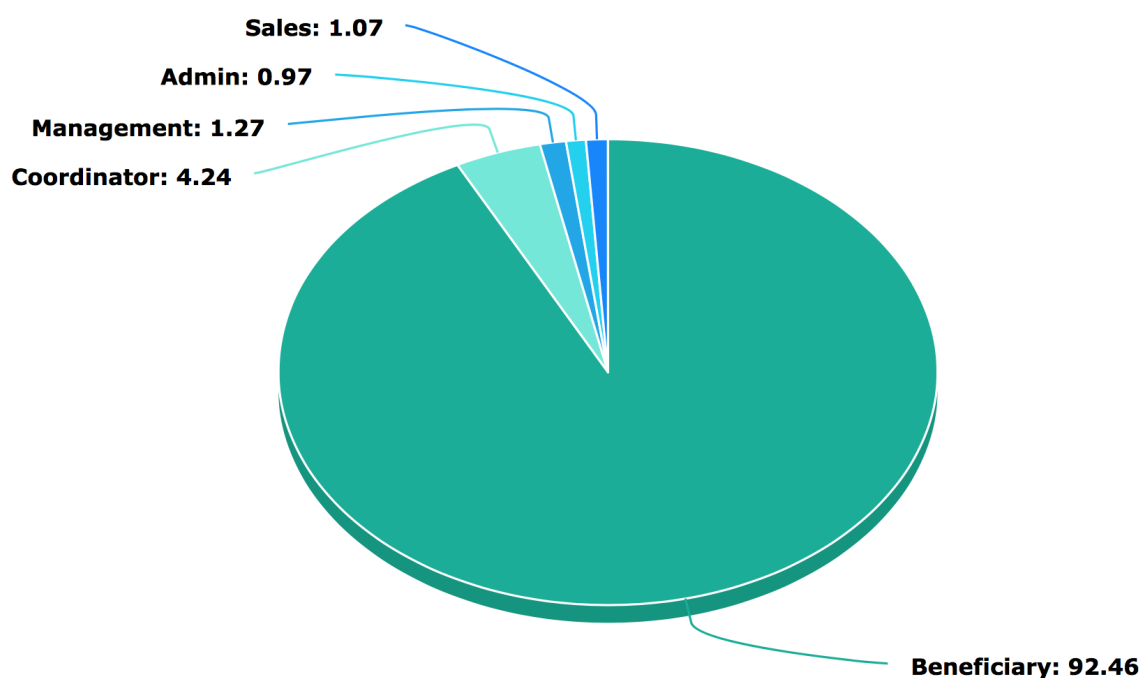
Beneficiary: 92.46

Through this, we found that the stakeholder that benefited the most from Nazava is the beneficiary group. The beneficiary group accounted for 92.46% of Nazava's total social impact value. In order of most impact to least impact on social return, we have Beneficiary, Coordinator, Management team, Sales team and Administrative team.

From this pie chart, we can see that Nazava's efforts in trying to promote safe and affordable water treatment has largely benefited their desired target audience, beneficiaries, showing that they achieved their visions.

6.1 Sensitivity of the Beneficiary Group

Understanding that 92% of Nazava's impact is affected by the beneficiary group, any changes to the beneficiary's outcome can lead to a drastic increase or decrease in Nazava's impact value and ultimately the SROI value. There are three key outcomes highlighted in our SROI framework and their impact weightage is as such:

Outcome	% of Impact
Time saved from obtaining clean water	0.13%
Resources saved from boiling water	60.80%
Healthier lifestyle from increased water consumption	31.53%

Through this, we can see that the main impact driver for the beneficiary group falls under resources saved from boiling water. This implies that by using Nazava's water filters, these beneficiaries benefit the most through the resources saved from boiling their water. Hence, Nazava can analyse these drivers and determine which aspects they better improve to drive greater impact value.

VII. Limitations

Our team has identified some limitations in our methodology and framework approach that might have an impact on the SROI value calculation.

7.1 Interview-related Limitation

7.1.1 Language and communication barriers

Since the targeted interviewees could only communicate in Bahasa, there were multiple occasions in which our team was unable to understand their answers due to the lack of language understanding. Although there were Nazava employees present to translate the question and responses for us, our team felt that there might have been some key points of discussions that were not captured, as either the employees or beneficiaries might not have fully understand the purpose of our research and required repeated probing.

7.1.2 Biased responses

Another concern lies in the precision of the responses shared, as employees of Nazava themselves assisted in conducting the interviews with the beneficiaries and coordinators. The interviewees might have provided biased answers out of respect and concern for the Nazava interviewer. However, our team will be assuming that responses received are unbiased and reliable in consideration of the SROI framework.

7.1.3 Limited sample size

Due to the constraints in time and transportation resources, we were unable to interview a large number of beneficiaries and coordinators. Nonetheless, our team realised that the results of interview were highly saturated and similar within the small sample size. This implies that the results obtained from the interviews were invariable and hence, increasing the sample size would not add any additional insights to our analysis.

7.2 Geographical cost assumptions

In the process of identifying respective financial proxies to quantify the outcomes, a core assumption made was that regardless of geographical locations, the financial proxy value (eg. cost of a course) will remain constant. In reality, various geographical locations would have different costs of goods and services, and this would affect the total outcome value and hence, the SROI. By localising all financial proxies to that of Western Java, we attempted to calculate a moderately reliable figure, as an average within a wide range, depending on the city taken into account. Hence, by taking a mid-range city assumption, a more accurate SROI value has been calculated in place of over-inflation or under-valuation.

7.3 Future planning

The SROI framework created is based on an evaluative approach by utilising Nazava's 2017 data. As such, the value can only be used as a reference perspective for past efforts, rather than as a forecast for future impact. Nazava can consider adopting the framework to make it better suited to forecast for future impact. This will allow them to plan and consider for potential factors such as inflation rates, government policies and potential competitors to present a more holistic SROI value.

Although the assumptions made might limit the reliability and complete accuracy of the values calculated, our team feels that these assumptions would not have a significant impact on the final values calculated, as explained above. Hence, the analysis still stands as a reliable and accurate framework and can be dependent on.

VIII. Conclusion

Using the SROI framework will aid in Nazava's goal in obtaining better funding opportunities by quantifying their social impact. This was accomplished through identifying the outcomes of their key stakeholders and valuing it. Additionally, the SROI framework is useful in understanding the impacts of Nazava's work on their key stakeholders and determine changes induced within a community.

Overall, Nazava should continue to measure their stakeholders' outcomes and value them. This will ensure that Nazava has a constant up-to-date SROI value. The TOC model also provides a good platform for Nazava to consider expanding their long term impacts on society. For instance, more research and ground-work can be done to measure the environmental change experiences by beneficiaries.

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X. Appendix

10.1 Impact Map

Social Return on Investment - The Value Map

Stage 1				Stage 2			Stage 3								Stage 4			
Stakeholders	**No in group**		**Inputs**		**Outputs**	**The Outcomes (what changes)**									**Deadweight %**	**Displacement %**	**Attribution %**	**Impact**
		Involved in process (determining outcomes etc)		What is the value of the inputs in currency (only enter numbers)		Description	Indicator	Source	Quantity	Sample size used to determine quantity	Financial Proxy	Value in currency	Source		What would have happened without the activity?	What activity did you displace?	Who else contributed to the change?	Quantity times financial proxy, less deadweight,displacement and attribution
Who do we have an effect on? Who has an effect on us?	In group		What do they invest?		Summary of activity in numbers	How would the stakeholder describe the changes?	How would you measure it?	Where did you get the information from?	How much change was there?	Sample size used to determine quantity	What proxy would you use to value the change?	What is the value of the change? (Only enter numbers)	Where did you get the information from?					
Beneficiary	22520		Time spent for direct sales presentation by SWC	0.00	Ownership of Nazava water filter	Time saved net (Time saved from obtaining clean water (take care of kids) 1.5hrs/day - time spent on maintenance)	Time spent boiling water = 1hr/day Under part-time job, work days = 5/month = 60 days/yr Working hours = 60 hrs/yr Time spent on maintenance = 10 hrs/yr Total time saved = 50 hrs/yr Time saved can be used to work with a minimum wage job (IDR1,420,624.00/mth)		60%	13	Potential income from working 1hr/day	4,998,820,700.00	https://wageindi cator.org/salary/ minimum-wage.Indonesia /archive/3/		40%	50%	0%	899,787,726.00
			Time spent over personal sharing with coordinator	0.00	Ownership of Nazava water filter	Resources saved from boiling water	Cost of boiling 1 litre of water (kerosene) = 196 IDR Average household water consumption per year = 5475 litres Assuming all fuel is Kerosene		60%	13	Cost savings on fuel	24,166,212,000.00	https://en.wikipe dia.org/wiki/Wat er_supply_and_ sanitation_in_In donesia		40%	60%	0%	3,479,934,528.00
			Word of Mouth marketing	0.00	Ownership of Nazava water filter	Healthier lifestyle from increased water consumption (refreshing, 'tastier' water) --> Healthier lifestyles, lesser doctor visits --> medical cost savings	Due to higher consumption of water, beneficiaries reduce consumption of other beverages and lead a healthier lifestyle. Healthier lifestyle results in lower cases of illness, and hence lower medical costs from doctor visits. (IDR500,000/15min). Assuming private healthcare costs 100% more than public healthcare, cost of visiting public doctor = IDR250,000 inclusive of medicine and treatment Reduction in doctor visits by 30% due to improved health from drinking clean water. Assume each household consists of 5 members (from Nazava's assumptions)		20%	13	Cost savings on medical bills at public health clinics	19,705,000,000.00	https://www.exp atistan.com/cost-of-living/bandung		20%	0%	30%	2,206,960,000.00
Coordinator	41		Promoting Nazava to neighbours	0.00	Additional source of income	Communication & Public speaking skills	- Improve presentation skills - Communicate clearly, effectively and attractively - Overcoming fear when speaking in public - How is good body language - Vocal technique in speaking - Skilled in structuring the presentation (Introduction-Body-Conclusion)		100%	4	2-day Private class on public speaking and communication skills	143,500,000.00	http://www.davi dsetiadi.com/pu blic-training-schedule/		20%	0%	20%	91,840,000.00
			Organising community meetings	0.00	Additional source of income	Persuasion and negotiation skills	Target - Participants understand the principles of negotiation that are mutually beneficial for the parties involved - Participants understand the principles of carrying out lobbying and do and don't do lobbying - Participants master and are able to develop negotiation techniques effectively. - Participants are able to use appropriate communication principles in negotiating and in conducting lobbying to related parties.		100%	4	2-day Effective influencing skills course	123,000,000.00	https://intipesan .co.id/2013-11_EffectiveNe gotiation.php		20%	0%	10%	88,560,000.00
			Organising group sales presentation	0.00	Additional source of income	Empowerment - ability to make a change	1. Learning about yourself a. What can you do to motivate yourself b. You should be confident that you can c. Find your hidden talents d. Live passionately e. Grow continuously 2. Look, feel and do your best 3. Overcome your problems 4. Preparations 5. Using your faith as your strength 6. Self-motivation to translate into action a. Determine and achieve your personal goals b. Be the driver of yourself c. Giving your best d. Brave yourself to act now e. Challenge to improve your life		100%	4	2-day Achievement Motivation course	161,950,000.00	http://training-personaldevelo pment.co.id/ach ievement-motivation-10/		20%	0%	10%	116,604,000.00
			Time spent on scoping potential new business partners (domestic & international)		Strategic growth for future growth	People Management Skills (HR)	Covers the specific problems that many people have in assuming a leadership role, using real examples that are relevant to the participants. It will explain and document the practices of the effective leader. It will show participants how to lead a group of people for maximum effectiveness, how to delegate intelligently and how to motivate staff to peak performance. : -The concept of leadership - Leadership Abilities, Leadership Framework,Leadership Models, Leadership Styles, Power and Leadership - Leading Self , Time management - Visioning, Supervising, Inspiring Your Employees - Handling People - Create and Lead Teams - Problem Solving & Decision Making - Problem definition, problem – cause analysis, finding solutions, decision making		100%	3	3-day Effective Leadership Skills Course	21,000,000.00	https://www.trimi tra.net/		30%	0%	0%	14,700,000.00

Team	#	Cost	Activity	Area	Skill	Description	%	#	Course	Cost	URL	%	%	%	Value
Management Team	3	335,814,295.00	Time spent on managing employees and development	Strategic growth for future growth	Business pitching of company to investors	Sales management course to understand and learn the basics to better apply in practice - Understand the modern sales management concepts - Prepare sales forecast, - Setting sales related objectives - Drafting sales strategies & plans - Manage the implement sales strategies & plans	100%	3	2-day Effective sales management Course	15,000,000.00	https://www.trimi tra.net/	0%	0%	0%	15,000,000.00
			Time spent on managing internal database (HR system)	Strategic growth for future growth	Communication & public speaking skills	Learn communication skills required for communication between internal and external parties involved in the business - Prepare business correspondence that are systematic, clear, concise and to the point - Prepare and deliver effective business presentations - Effectively participate in business conversations & meetings	100%	3	2-day Effective business communication skills Course	15,000,000.00	https://www.trimi tra.net/	60%	0%	0%	6,000,000.00
			Strategic planning for future growth	Strategic growth for future growth	Business development - strategic planning	Course will enable link to: - Strategic management model - Developing corporate vision, mission, core values - Setting corporate strategic objectives - Conducting external & internal situation analysis - Pinpointing key success factors and SWOT - Crafting corporate and business strategies - Aligning strategy and organization culture - Developing organization capable of strategy execution - Preparing strategic- and operational plan of actions - Preparing strategic- and operational budgets	100%	3	5-day Advance Management Course	30,000,000.00	https://www.trimi tra.net/	0%	0%	0%	30,000,000.00
			Managing external business relations	Strategic growth for future growth	Financial Accounting skills	Course will teach: - The Concept of strategic management and strategic finance management - The balanced scorecard – concept and implementation - Setting finance and related objectives which are in line with the corporate objectives and other functional objectives - Conducting finance related internal and external situation analysis: - Pinpointing finance related key success factors - Conducting finance related SWOT analysis - Crafting of finance strategies, plans and programs that facilitate the achievement of the organization's strategic objectives - How to determine the right organization structure for the finance and related functions - How to determine the required number of the finance related personnel - Developing fitting finance related policies, systems & procedures - Development of finance and related performance measurement, monitoring, reporting & control systems	100%	3	3-day Strategic Financial Management Course	21,000,000.00	https://www.trimi tra.net/	60%	0%	0%	8,400,000.00
			Recruitment of sales team	Strategic growth for future growth	Business Operations skills (Day-to-day running, database management)	"In this program participants will learn how to run a project according to the standards published in the Project Management Institute's Project Management Body of Knowledge (PMBOK). - Concept of effective project management - Project life cycles - Project Management tools - Project planning and scheduling - Project quality management - Project risk management"	100%	3	3-day Effective Project Management Course	21,000,000	https://www.trimi tra.net/effective- project- management/	30%	0%	0%	14,700,000.00
			Operating Costs	452,768,555.68	Strategic growth for future growth			3			0%	0%	0%	0.00
			Social media content generation	Operations of Nazava	Digital Content Marketing (language of post, content creation)	-only applicable to Anna Course will teach: - How to optimise Facebook usage account - Identify suitable target audience - Understand Facebook algorithm and help to increase viewership - How to grow Facebook account organically through advertisements - Data analysis (analysis of account, demographics of audience)	33%	3	1-day Facebook Marketing Course	1,050,000.00	https://idfkeins titute.com/faceb ook-marketing- fundamental/	50%	0%	0%	173,250.00
			E-commerce management	Operations of Nazava	Marketing design skills - adobe, photoshop (technical skills)	Fundamentals of Adobe Photoshop CC	33%	3	Adobe Photoshop Fundamentals: An Introduction to Photoshop CC - live online training	65,781,000.00	https://www.net comlearning.co m/courses/detail s.phtml?col=72 610	70%	0%	0%	6,512,319.00
			Website development	Operations of Nazava	Policies and tax regulations	TRAINING MATERIAL COVERAGE: - General Introduction to Taxation - Definition of VAT and PPh BM - Mechanism of PPN and PPh BM - Input Tax and Output Tax - Income Tax (PPh) Article 21,22,23,24,25,29, 28a and practice of filling in the Corporate and Private WP SPT - Value Added Tax on Goods and Services (VAT & PPh-BM) includes among others: subject and object of VAT & PPh-BM,exclusion of VAT & PPh-BM and calculation procedures, payment and deposit as well as the practice of filling out the VAT Returns and VAT-6M - WP OP SPT Practice - Practice of Corporate Income Tax PPh - Future SPT Filling Practices - Interactive discussion	67%	3	4 days Tax and Implementation procedures course	23,850,000.00	http://training-bandung.co.id/pajak-dan-prosedur-implementasi/	0%	0%	0%	15,979,500.00
Admin Team	3	121,109,827.00	Sales management	Operations of Nazava	Communication & public speaking skills (calling of beneficiaries on installment plans)	Better able to independently conduct result-oriented sales calls in a professional manner - Concept of professional selling - Need satisfaction selling - Identification of customers' needs, wants & expectations - Pre-call planning & preparation - Questioning / Probing and Supporting techniques - Features & benefits selling - Customers' attitudes and how to handle them - Sales negotiation techniques - Order closing techniques	100%	3	Professional selling skills 2-day workshop	15,000,000.00	https://www.trimi tra.net/professio nal-selling-skills/	30%	0%	0%	10,500,000.00
			Administrative duties	Operations of Nazava	Financial Accounting skills	After attending this program, participants will be better able to: - Understand the Concept of Financial Management - Understand, Review and Analyze the Financial Reports - Recognize mechanism of Working Capital Management, - Prepare, Monitor and Control Operational Budgets - Prepare Proposal for Acquiring or Replacing Resources - Recognize important Financial Instruments	100%	3	2-day Finance Management for Non-financial executives Course	15,000,000.00	https://www.trimi tra.net/finance-management-for-non-financial-executives/	0%	0%	0%	15,000,000.00
				Operations of Nazava	Computer skills - microsoft	only applicable to gita and yudi	67%	3	Microsoft Office Course	13,200,000.00	https://www.net comlearning.co m/courses/1989 21/Using-Microsoft-Windows-10-training.html	20%	0%	0%	7,075,200.00
				Operations of Nazava	Time Management	In this program, you will learn and master the skills of setting priorities, so you can focus on what's important and control your workday, so you move toward your objectives steadily and complete them on time.	100%	3	2-day Managing Time Course	15,000,000.00	https://www.trimi tra.net/managin g-time-priorities-pressures-stress/	30%	0%	20%	8,400,000.00
			Operating Costs	541,245,394.58	Operations of Nazava			3			0%	0%	0%	0.00
Sales Team	9	417,818,026.00	Field visits (for sales)	Sales of filter	Communication & public speaking skills	- Improve presentation skills - Communicate clearly, effectively and attractively - Overcoming fear when speaking in public - How is good body language - Vocal technique in speaking - Skilled in structuring the presentation (Introduction-Body-Conclusion)	100%	7	2-day Private class on public speaking and communication skills	31,500,000.00	http://www.davi dwillsell.com/pu blic-training-schedule/	20%	20%	0%	20,160,000.00
			Schedule management	Sales of filter	Improve/increase in self esteem/confidence	Learn how to create positive self-expectations Develop self-talk messages that help build self-esteem Identify communication tools to help you be more assertive Learn how to say no, and when no is the best answer Learn how to make a positive first impression Discover ways to connect with people	100%	7	Building self-esteem and assertiveness skills	2,677,500.00	https://www.aa mctraining.edu. au/indonesia-business-and-management/sh ortcourses	20%	0%	20%	1,713,600.00
			Human capital management	Sales of filter	Sales Pitching & Persuasion and negotiation skills	Course teaches: - How to effectively implement the chosen negotiation strategy and tactics - How to effective utilized written, verbal and non verbal 'language' in negotiations - Challenges in conducting actual negotiations and how to overcome them	100%	7	2-day Effective Negotiation Skills Course	45,000,000.00	https://www.trimi tra.net/negotiati on-skills/	20%	20%	0%	28,800,000.00
			Potential new customer management	Sales of filter	Computer skills - microsoft	This course will help you become more comfortable using a personal computer (PC) and, more specifically, the Windows 10 interface. This course will help you to define what a PC is, and familiarize you with the Windows 10 user interface and its basic capabilities. In this course, you will explore Windows 10 and learn how to create documents, send email, browse the Internet, and share information between applications and with other users.	100%	7	Microsoft Office Course	39,600,000.00	https://www.net comlearning.co m/courses/1989 21/Using-Microsoft-Windows-10-training.html	20%	0%	0%	31,680,000.00
			Group sales presentation	Sales of filter	Empowerment - ability to make a change	1. Learning about yourself a. What can you do to motivate yourself b. You should be confident that you can c. Find your hidden talents d. Live passionately e. Grow continuously f. Look, feel and do your best 3. Overcome your problems 4. Preparations 5. Using your faith as your strength 8. Self-motivation to translate into action a. Determine and achieve your personal goals b. Be the driver of yourself c. Giving your best d. Brave yourself to act now e. Challenge to improve your life	100%	7	2-day Achievement Motivation course	35,550,000.00	http://training-personaldevelo pment.co.id/ach ievement-motivation-10/	0%	0%	0%	31,995,000.00
			Time spent travelling (to field visits)	Sales of filter	Time management skills	In this program, you will learn and master the skills of setting priorities, so you can focus on what's important and control your workday, so you move toward your objectives steadily and complete them on time.	100%	7	2-day Managing Time Course	45,000,000.00	https://www.trimi tra.net/managin g-time-priorities-pressures-stress/	30%	0%	20%	25,200,000.00
			Customer relationship management (existing)	Sales of filter	Client Relationship Management	OUTLINE MATERIALS IN THIS SESSION: a. What is CRM ? Ø Increase Income Ø Stimulate Output Ø Approach to Customer b. Steps to do: Ø Displays Strength Ø Eliminate Weakness Ø Utilizing Opportunities Ø Taking into account the threat	100%	7	4-days customer relationship management course	67,500,000.00	http://training-bandung.co.id/c ustomer-relationship-management-crm/	20%	10%	0%	48,600,000.00
			Door-to-door sales	Sales of filter	Stress to meet sales quotas	- 7 SWC, 12 days a year - cost to SROI value - need to clarify in 12 days is ok	100%	7	Individual require to take medical leave due to stress (12 days in a year) to see a doctor	-162,000,000.00	https://www.aap alatan.com/pric e/doctor/jakarta	0%	0%	30%	-113,400,000.00
			Operating Costs	545,870,986.00	Sales of filter			7						
Total		2,414,427,084.26													7,110,875,123.00
															2.95

10.2 List of stakeholders interviewed and their responses

Stakeholder	Notes
Management Team	
Guido (internal)	**What are your roles and responsibility at Nazava?** - Join sales team to talk to coordinators - Problem management - Database management - Reporting to shareholders - financial - Check in with main senior staffs - Handling international orders through emails - Coordination meeting with admin and marketing team - Personal conferences with employees **What have you learnt through your activities?** - People management skill - Sale pitching - Communication skills - Financial and business projection - Cash flow analysis - Raising capital and investment management

Lisa	**What are your roles and responsibility at Nazava?**
	- Develop strategic partnership
	- Strengthening distributors overseas
	- Strategy outlook for Nazava (Business development)
	- Outlook for sector scanning (research)
	
	What have you learnt through your activities?
	- Running a company
	  - Recruitment of staff (HR skills)
	  - Team management
	  - Financial analysis (P&L etc)
	  - Develop marketing content
	  - Negotiation skill
	  - Public speaking
	  - Customer engagement
	  - Pitching skill

Ayie (Operations Manager)	**What are your roles and responsibility at Nazava?** - Checking in/ issue managements with various team - Order processing timeline management - Personal conferences with employees - Recruitment for reseller/direct sales - Relationship management B2B - Administrative tasks **What have you learnt through your activities?** - Communication skills - Leadership (people management) - Inventory management - Financial skills - Production skills - Marketing skills - Sales pitch skills - Persuasion skills
Admin Team	
Anna (Creative design)	**What are your roles and responsibility at Nazava?** - Social media content generation - Sales/marketing materials (inventory management, creation) - Packaging materials - Online shopping platforms management - Website design **What have you learnt through your activities?** - Creative designing outlook (marketing design for educational purpose) - Communication skills - Technical skills - Inventory management (of marketing materials)
Gita (Admin/Finance)	**What are your roles and responsibility at Nazava?** - Order compilation from online sales, direct sales, WhatsApp sales - Invoice management - Administrative issues (salary payment, billing, tax/immigration matters) **What have you learnt through your activities?**

	- Tax system - Customer service/communication - Financial understanding/skills - Computer skills
Yudi (Admin)	**What are your roles and responsibility at Nazava?** - Instalment tracking - Ad hoc duty - Vehicle control - Sales accounting - Tax reports **What have you learnt through your activities?** - Tax system - Financial skills - Computer (excel) skills - Communication skills - Time management skills
Sales Team	
Wela (sales manager)	**What are your roles and responsibility at Nazava?** - Shadow consultants during field visits - Sales calls to ministries and companies to schedule appointments for SWC - Managing safe water consultants [SWC]/coordinators (who visit villages/regions, health centres etc) - Personal conversations with SWC - Team meeting (best sales for the week + presentation) - Schedule management and bookkeeping of SWC **What have you learnt through your activities?** - Management of sales network - Networking/ communication skills - Leadership (people management) - Independent/responsibility/ sense of ownership - Improved confidence/ self-esteem - Sales pitching skills
Helmy (account manager)	**What are your roles and responsibility at Nazava?** - New customer calls - Training/Demo of filters to coordinators for reselling - Appointment scheduling for sales consultants

	- Sales travels - Maintenance of existing customer accounts **What have you learnt through your activities?** - Presentation skills - Communication skills - Persuasion skills - Computer (excel) skills - Time management - Sales pitching skills
Hilman (SWC)	**What are your roles and responsibility at Nazava?** - Talking to coordinators and new beneficiaries - Checking in with Sales supervisor (Wela) - Scheduling of appointment with community for new sales - Follow up with potential clients **What have you learnt through your activities?** - Communication - Relationship management - Public speaking - Stories about the lives of the community people - Satisfaction and pride knowing that he has made a difference in the community - Sales pitching
Permana (SWC)	**What are your roles and responsibility at Nazava?** - Community and institution sales - Follow up with existing customers - Check in with Sales supervisor (Wela) - Scheduling new appointments **What have you learnt through your activities?** - Communication - Public speaking - Better awareness of clean water - Sales pitching
Satya (SWC)	**What are your roles and responsibility at Nazava?** - Community and institution sales - Follow up with existing customers - Schedule new appointments - Scope for new areas for sales (paperwork and licensing)

	What have you learnt through your activities? - Networking with people of higher positions and the community (coordinators, leads of village) to increase customer base • B2C: fluent communication, better presenting skills - Public speaking skills - Searching for new prospects, follow up

Yusuf (SWC)	**What are your roles and responsibility at Nazava?**
	- Meet with coordinators, share information with them
	- Look for new coordinators by going to villages (recruitment)
	- Look for enthusiastic people willing to do sales (recruitment)
	    • Find 1 new coordinator every week
	    • Follow up with old ones
	- Group sales presentation
	- Direct sales (main activity)
	
	What have you learnt through your activities?
	- Feeling of empowerment through helping people save on water expenditure
	- Increased confidence from meeting people all the time
	- Networking with teachers and government
	- Job development → switch from back-end (appraisal job previously) to front-end
	- Develop interest in people interaction
	- Under a little pressure

Subagio (SWC)	**What are your roles and responsibility at Nazava?**
	- Travelling to regions to meet with potential 'clients'
	    - Different regions in cities to meet up with different people (80% women/mothers at kindergarten and elementary school, 20% are health centres for infants and arisen)
	- Group sales presentation to parents of kids
	- Door to door sales
	- Meet up with coordinators to find out about activities that they can promote Nazava through
	- Research on markets (another area/ district that can be entered to promote Nazava)
	    • Meet up with coordinators in that district

	Through school teachers - PLAY (Problem, Learn, Ask, Yes), Sales Presentation, Group sales presentation - Reporting on desk board (excel) **What have you learnt through your activities?** - Networking skills - Computer skills - Benefits of clean water - Easier to pitch sales - Proposal/ deck to customers (institutions) - Build interpersonal r/s with customers - Marketing (maintain good relations with customers)
Production	
Cepi (Production manager)	**What are your roles and responsibility at Nazava?** - Processing, assembly of water filters, management of production process, packaging of filter - Preparation of raw materials - Dispatch of delivery orders - Inventory stock taking **What have you learnt through your activities?** - Increased sense of ownership and responsibility - Inventory management - Production skills - Communication skills - Basic computer skills - Leadership skills (management of production process)

Henry/ Andre (Production)	**What are your roles and responsibility at Nazava?**
	- Producing of filter
	   - Adding silver
	   - Adding active carbon
	   - Adding of cap
	   - Q.C testing
	
	What have you learnt through your activities?
	- Knowledge on production of water filter
	- Able to conduct Q.C.
	- Speaking skill
	- Selling skill

TenTen (Logistics)	**What are your roles and responsibility at Nazava?** - Production/assembly of water filters - Delivery of water filters **What have you learnt through your activities?** - Production skills - Communication skills (from delivery)
Coordinators	

Ibu Yati (Ciawitali
 	
coordinator)
	What do you do for Nazava?
	- Promotes Nazava within her community
	    - Visit her neighbours to promote Nazava
	    - Organizes community meeting
	    - Organizes group sales presentation
	    - Attends public health center for infant events as a Nazava representative
	    - Compiles order for beneficiary and orders water filters
	
	What have you learnt through your activities?
	- Communication skills
	- Public speaking / Teaching
	- Persuasion skill
	- Satisfaction knowing that community are more aware of clean treated water
	- Empowered that she is able to make a difference

Ibu Yati	**What do you do for Nazava** - Arisan (leader) share information about product - Actively promote - Share testimony with her friends, demonstration to convince them - 4 people bought from her as a coordinator - Used it for 4 months **What have you learnt through your activities?** - Public speaking skills for direct sales - Not so confident at group sales as she is still shy - Help her community to learn more about clean water **As a customer:** - Before she had to boil 3l of waters a day for hot drinks and

	buy drinking water - With nazava, water tastes fresher - Feels more energised as water is more hygienic - More educated/ aware about clean water benefits - Children loves and consumes much water **Limitations** - Hot water dispenser still uses electricity - Cleaning of filter once every 2 weeks or monthly (during summer) - Have the mindset that water filter is lousy because used Unilever product before and it spoils easily → disappointed by product

Pak Yatna	**What do you do for Nazava**
	- Leader of district
	- Share information about Nazava through group meeting, direct sales
	  - 13 filters sold
	- Meetings twice a month → leverage on meetings to introduce Nazava
	- Demonstration (step-by-step) to convince people
	  - Community will buy but pay through instalments as they have low income
	  - More educated
	  - Change mindset
	- Boost relationship with his community → tightly knitted
	  - Some people in the community will feedback to him that it is good
	
	What have you learnt through your activities?
	- More persuasive
	- Active promotion
	- No difference in leadership
	- Increased connection with his ambassadors who also help to promote
	
	As a customer
	- Not much health benefits
	- Water tastes fresher
	- Buy refill and still boil because not confident previously → now very confident, completely never boil
	- Accessible

	- No disadvantages
Beneficiaries	
Ibu Imas	**Touchpoints/ How were you introduced to Nazava** - Meeting at coordinator's house - Attend SWC sales presentation at coordinator's house - Sharing session by the logistic team on water filter usage during installation **What is the impact of Nazava on you? How has it helped improve your life?** - Time saved from boiling water (spend more time with grandchild and household chores, more time to cook)
Ibu Ani	**Touchpoints/ How were you introduced to Nazava** - Attended public health center session by SWC on clean water - Sharing session by the logistic team on water filter usage during installation **What is the impact of Nazava on you? How has it helped improve your life?** - Time saved (more time for child and household chores)
Ibu Neneng	**Touchpoints/ How were you introduced to Nazava** - Meeting at coordinator's house - Attend SWC sales presentation at coordinator's house - Sharing session by the logistic team on water filter usage during installation **What is the impact of Nazava on you? How has it helped improve your life?** - Time saved on boiling water (cooking, leisure and household chores)
Ibu Siti	**Touchpoints/ How were you introduced to Nazava** - Got it from Ibu Nanny (coordinator) - Direct information - Neighbour bought it so decided to try as well **Impact** - Drink directly, do not need to boil water

	- Get water immediately → accessible - Never fall sick - Need to keep cleaning water filter after 1-2 weeks especially in the summer
Ibu Kunaria	**Touchpoints/ How were you introduced to Nazava** - Got it from Ibu Nanny (coordinator) **Impact** - Confident to drink water - Convenient (as compared to refilling previously) - Healthy digestion system for her kids - More palatable to drink
Ibu Kasmiriatun	**Touchpoints/ How were you introduced to Nazava** - Group sales presentation - Saw the demonstration → impressed by the water turning from yellow to transparent **Impact** - Easy to cook (do not have to boil first) - Affordable (change from branded to Nazava) - Easy - Convenient - Save time - Confident to use - No disadvantages to her - No visible health benefits
Karyley (Ibu Kasmiriatun's daughter)	**Impact** - Less tired - More thirst quenching
Pak Yanto	**Touchpoints/ How were you introduced to Nazava** - Direct sales presentation to workshop (he is the owner of workshop) - Convinced by demo **Impact** - Previously, wife has to boil 25l of water every day for 7 members in the house which took 2 hours to boil, cool it for next day (stock up)

	- Now, she has more time to rest, clean house - Confident to drink water - Increased awareness of drinking clean water - Drink directly → convenient - Daughter recommend it as well as she is a nurse - No visible health benefits
Ibu Yanti (Pak Yanto's daughter)	**Impact** - More time to do business (side job) - photography - Help community to make certificate to build house (main job) - More time to do housework - Never fall sick (she and her kids) - More time to spend with her children - Taste better - No disadvantage - More hygienic
Ibu Siswanti (coordinator + beneficiary)	**Touchpoints/ How were you introduced to Nazava** - Group sales presentation - Demonstration - Used to buy branded water, boil for adults (2.5l) - As a coordinator, passive promotion because people won't buy as they have no money - Share information when people ask about it **Impact** - Affordable - Convenient - No visible health benefits - More educated - More time to take care of 3 grandsons - She understands the importance of clean water but her community can't see the long term benefit of drinking water, too costly, don't want to invest in it

10.3 Explanation of Financial Proxies

10.3.1 Beneficiary

Outcome	Financial Proxy	Explanation	Proxy Value Calculations	Adjustment
Time saved from obtaining clean water	Potential income from working 1hr/day	We obtained the Jawa Barat minimum wage income from this website: https://wageindicator.org/salary/minimum-wage/indonesia/archive/3/ Time spent boiling water = 1hr/day Under part-time job, work days = 5/month = 60 days/yr Working hours = 60 hrs/yr Time spent on maintenance = 10 hrs/yr Total time saved = 50 hrs/yr Time saved can be used to work with a minimum wage job (IDR1,420,624/mth) Assume each beneficiary represents one household	Proxy Value = minimum wage job per hour * time saved per year * pro-rate for part-time job * number of beneficiaries (household) = 4,998,820,700 IDR	We factored in 40% for deadweight and 50% for displacement. This was because we felt that some beneficiaries were buying bottled water initially and did not benefit from time saved from boiling clean water.
Resources saved from	Cost savings	Cost of boiling 1 litre of water (kerosene) = 196 IDR	Proxy Value = average	We factored in 40% for

boiling water	on fuel	Average household water consumption per year = 5475 litres Assuming that all fuel used in Kerosene Assume each beneficiary represents one household	household water consumption * cost of boiling 1 litre of water * number of beneficiaries (households) = 24,166,212,000 IDR	deadweight and 60% for displacement. This was because we felt that some beneficiaries were not boiling water prior to Nazava's entrance. This could be through the use of bottled water.
Healthier lifestyle from increased water consumption	Cost savings on medical bills at public health clinics	The cost of a private doctor can be found on this link https://www.expatistan.com/cost-of-living/bandung Due to higher consumption of water, beneficiaries reduce consumption of other beverages and lead a healthier lifestyle.	Proxy Value = cost of 15 min consultation with private doctor * pro-rate for public healthcare * Percentage of	We factored in 20% for deadweight and 30% for attribution. This was because we are unable to

		Healthier lifestyle results in lower cases of illness, and hence lower medical costs from doctor visits. (IDR500,000/15 min). Assuming private healthcare costs 100% more than public healthcare, cost of visiting public doctor = 250,000 IDR inclusive of medicine and treatment Reduction in doctor visits by 30% due to improved health from drinking clean water. Assume each household consists of 5 members (from Nazava's assumptions) We assumed private healthcare costs 100% more than public healthcare. In addition, we assumed that due to the healthier lifestyle, there is a reduction in doctor visit each year. Assume each beneficiary represents one household	doctor visit * number of households (beneficiary) * average number of members per household = 19,705,000,000 IDR	attribute the full health benefit to Nazava's water. The beneficiary may be leading healthier lifestyles through other forms such as exercise.

10.3.2 Coordinators

Outcome	Financial Proxy	Explanation	Proxy Value Calculation	Adjustment
Communication and Public Speaking skills	2 Day Private class on public speaking and communication skills	The private class can be found on this website: http://www.davidsetiadi.com/public-training-schedule/ We picked the private class because we feel that the having a small group will enable individuals to feel more comfortable to speak up, considering that all coordinators are women who are relatively shy. Course Cost = 3,500,000 IDR Number of coordinators = 41	Proxy Value = Course Cost * # coordinators = 143,500,000.00 IDR	We factored in 20% for deadweight and 20% for attribution. We believe that these coordinators have some prior experiences in public speaking given that some of them highlighte

				d the fact that they were in governme nt jobs.
Persuasion and negotiation skills	2 Day effective influencing skills course	The cost taken based on previously held courses such as: https://intipesan.co.id/2013-11_EffectiveNegotiation.php Due to the current lack of courses that can equip the coordinators with the necessary persuasion and negotiation skills, we have decided to use a course that had already occurred as a financial proxy. Course Cost = 3,000,000 IDR Number of coordinators = 41	Proxy Value = Course Cost * # coordinators = 123,000,000. 00 IDR	We factored in 20% for deadweigh t and 10% for attribution. We felt that the coordinato rs would gain some of these skills through their daily interaction s with other

				locals. Furthermore, they may also have gained such skills from their previously held jobs.
Empowerment - the ability to make a change	2 Day achievement motivation course	This course aids and guides individuals in their personal development: http://training-personaldevelopment.co.id/achievement-motivation-10/ The course has learning objectives that would enable the co-ordinators to develop their self-confidence and motivation, as well as identify how to better improve and create an impact. Course Cost = 3,950,000 IDR	Proxy Value = Course Cost * # coordinators = 161,950,000.00 IDR	We factored in 20% for deadweight and 10% for attribution. Since the coordinators are already taking on leadership roles (eg.

		Number of coordinators = 41		arisan leaders) they have the chance to take charge to make a difference and be empowered.

10.3.3 Management Team

Outcome	Financial Proxy	Explanation	Proxy Value Calculations	Adjustments
People Management Skills (HR)	3-day Effective Leadership Skills Course	This course covers issues in assuming a leadership role: https://www.trimitra.net/ The course is relevant as it provides real examples to explain and documents what an effective leader is. Course Cost = 7,000,000 IDR Number of people in team = 3	Proxy Value = Course Cost * # people = 21,000,000.00 IDR	We factored in 30% for deadweight. Working in a foreign environment exposes the team to dealing with people of different cultures and practices which allows them to gather a little knowledge about people management.

| Business pitching of company to investors | 2-day Effective sales management Course | The relevant course can be found at the following website: https://www.trimitra.net/ We believe this sales management course will enable the management to understand and learn the basics of the following: Understanding modern sales management concepts Preparing sales forecasts Setting sales related objectives Crafting sales strategies & plans Managing the implementation of these strategies & plans | Proxy Value = Course Cost * # people = 15,000,000.00 IDR | There were no adjustments. As social entrepreneurs, we believe that the management team will be able to gain fully from their involvement in Nazava as it would be their first time running a social enterprise. Hence, there are no adjustments made to account for |

		Course Cost = 5,000,000 IDR Number of people in team = 3		this outcome.
Communication & public speaking skills	2-day Effective business communication skills Course	The relevant course can be found at the following website: https://www.trimitra.net/ We proposed this course as it covers: - Communication skills required for communication between internal and external parties involved in the business - Preparing business correspondences that are systematic, clear, concise and to the point - Preparing and delivering effective business presentations	Proxy Value = Course Cost * # people = 15,000,000. 00 IDR	We factored in 60% for deadweight. The value of deadweight it high in this output because we believe that as leaders of a company, the management team would have previously had substantial experience in communication and providing

		• Effectively participating in business conversations & meetings Course Cost = 5,000,000 IDR Number of people in team = 3		clear directions to their team.
Business development - strategic planning	5-day Advance Management Course	The relevant course can be found at the following website: https://www.trimitra.net/ Course will enable them to understand how to: • Develop strategic management models • Develop a corporate vision, mission and core values • Set corporate strategic objectives • Conduct external & internal situation analysis	Proxy Value = Course Cost * # people = 30,000,000.00 IDR	There were no adjustments. As social entrepreneurs, we believe that the management team will be able to gain fully from their involvement in Nazava as it would be their first time running

		● Pinpoint key success factors and SWOT ● Craft corporate and business strategies ● Align strategy and organization culture ● Develop an organization capable of strategy execution (i.e strategic and operational action plans) ● Prepare strategic and operational budgets Course Cost = 10,000,000 IDR Number of people in team = 3		a social enterprise. Hence, there are no adjustments made to account for this outcome.
Financial Accounting skills	3-day Strategic Financial Management Course	The relevant course can be found at the following website: https://www.trimitra.net/ The course will cover the	Proxy Value = Course Cost * # people = 21,000,000. 00 IDR	We factored in 30% for deadweight. We accounted for the fact that

		necessary financial concepts and skills required to manage the financial operations and planning of an enterprise:		the management team would have gained a proportion of such skills from their previous jobs and employment.
		● Concepts of strategic management and strategic finance management (Balanced scorecard concepts and implementation) ● Setting finance and related objectives in line with the corporate and functional objectives ● Conducting finance related internal & external situation and SWOT analysis ● Crafting financial strategies, plans and programs to facilitate these objectives		

		● Determining appropriate organization structure for financial functions ● Developing appropriate financial related policies, systems and procedures ● Developing financial performance measurement, monitoring, reporting & control systems Course Cost = 7,000,000 IDR Number of people in team = 3		
Business Operations skills (Day-to-day running, database management)	3-day Effective Project Management Course	The relevant course can be found at the following website: https://www.trimitra.net/effective-project-management/ The course allows participants	Proxy Value = Course Cost * # people = 21,000,000.00 IDR	We factored in 30% for deadweight. We accounted for the fact that the

		to learn how to run a project accordingly, based on the standards published in the Project Management Institute's Project Management Body of Knowledge (PM-BOK). It covers the following concepts: • Concepts of effective project management (Project life cycles) • Project management tools, planning and scheduling • Project quality management (risk management) Course Cost = 7,000,000 IDR Number of people in team = 3		management team would have gained a proportion of such skills from their previous jobs and employment. We assume that they have been involved in overseeing projects as part of their past experience.

10.3.4 Admin Team

Outcome	Financial Proxy	Explanation	Proxy Value Calculations	Adjustment
Digital Content Marketing (language of post, content creation)	1-day Facebook Marketing Course	This course can be found at the following website: https://toffeeinstitute.com/facebook-marketing-fundamental/ The course would allow the participants to determine how to optimise Facebook usage account by: ● Identifying suitable target audience ● Understanding Facebook's algorithm and help to increase viewership ● Analyzing social media marketing data (to grow account organically) Course Cost = 350,000 IDR	Proxy Value = Course Cost * # people = 1,050,000.00 IDR	We factored in 50% for deadweight. We believe that the relatively high percentage of adjustment here would account for the fact that this skill is prior knowledge required for such a an occupation.

		Number of people in team = 3		
Marketing design skills - Adobe, Photoshop (technical skills)	Adobe Photoshop Fundamentals: An Introduction to Photoshop CC - live online training	This course covers the fundamentals of Adobe Photoshop CC: https://www.netcomlearning.com/courses/details.phtml?sid=72610 Course Cost = 1,500 USD * 14,618 IDR/USD Number of people in team = 3	Proxy Value = Course Cost * # people = 65,781,,000.00 IDR Exchange rate: 1 USD - 14,618 IDR	We factored in 70% for deadweight. We believe that the relatively high percentage of adjustment here would account for the fact that this skill is prior knowledge required for such a an occupation.
Policies and tax regulation	4 days Tax and Implement	The course can be found at the following website: http://training-bandung.co.id/pajak-	Proxy Value = Course	There were no adjustments.

s	ation procedures course	dan-prosedur-implementasi/	Cost * # people = 23,850,000.00 IDR	We believe that such knowledge would not be obtained without the context of a job that involves dealing with such issues.
		Among the training materials covered includes the general introduction to taxation and various articles governing the taxation practices.		
		Course Cost = 7,950,000 IDR		
		Number of people in team = 3		
Communication & public speaking skills (calling of beneficiaries on installment plans)	Professional selling skills 2-day workshop	This course equips participants to be able to independently conduct result-oriented sales calls in a professional manner: https://www.trimitra.net/professional-selling-skills/ Course Cost = 5,000,000 IDR Number of people in team = 3	Proxy Value = Course Cost * # people = 15,000,000.00 IDR	We factored in 30% deadweight as we believe communication and public speaking are skills that the admin team would have picked

				up a little before, just through interactions in their past work experiences.
Financial Accountin g skills	2-day Finance Manageme nt for Non-financial executives Course	The course can be viewed from the following link: https://www.trimitra.net/finance-management-for-non-financial-executives/ After attending this program, participants will be better able to: - Understand the Concept of Financial Management - Understand, Review and Analyze the Financial Reports - Recognize mechanism of Working Capital Management. - Prepare, Monitor and Control Operational Budgets - Prepare Proposal for	Proxy Value = Course Cost * # people = 15,000,000. 00 IDR	There were no adjustments. We believe that such knowledge would not be obtained without the context of a job that involves dealing with such issues.

		Acquiring or Replacing Resources ● Recognize important Financial Instruments Course Cost = 5,000,000 IDR Number of people in team = 3		
Computer skills - microsoft	Microsoft Office Course	The details of the course can be found at the following website: https://www.netcomlearning.com/courses/198921/Using-Microsoft-Windows-10-training.html We only considered this course applicable for Gita and Yudi. Course Cost = 4,400,000 IDR Number of people in team = 3	Proxy Value = Course Cost * # people = 13,200,000. 00 IDR	We accounted 20% deadweight as we consider basic computer skills to have been already picked up by the admin team prior to starting their work.

Time Management	2-day Managing Time Course	In this program, participants will get to learn and master the skill of setting priorities. This will allow them to focus on what is important and control their workday, so they can achieve their objectives steadily and complete them on time. More details can be found at: https://www.trimitra.net/managing-time-priorities-pressures-stress/ Course Cost = 5,000,000 IDR Number of people in team = 3	Proxy Value = Course Cost * # people = 15,000,000.00 IDR	We accounted 30% deadweight as we believe time management is something that the admin team would have developed a little just by completing and managing their workloads. We also accounted for 20% attribution because it

				would be natural that we practice time management even in our daily lives.

Sales Team

Outcome	Financial Proxy	Explanation	Proxy Value Calculations	Adjustments
Communication & public speaking skills	2-day Private class on public speaking and communication skills	The course can be found at the following link: http://www.davidsetiadi.com/public-training-schedule/ Engaging in this course will allow the participants to develop the following skills: ● Improved presentation skills ● Clear, effective and attractive communication ● Overcoming fear of public speaking ● Developing body language and vocal techniques in speaking ● Structuring presentations (eg. Introduction-Body-Conclusion)	Proxy Value = Course Cost * # people = 31,500,000.00 IDR	We accounted for 20% deadweight and 20% displacement as we believe these skill would have been previously develope

		Course Cost = 3,500,000 IDR Number of people in team = 3		d from their previous jobs.
Improve/Increase in self esteem/ confidence	Building self-esteem and assertiveness skills	More information about the course can be found at the following website: https://www.aamctraining.edu.au/indonesia-business-and-management/shortcourses Attending the course would allow participants to build their self-esteem and assertiveness by: ● Learning how to create positive self-expectations ● Developing self-talk messages that help build self-esteem ● Identifying communication tools to help you be more assertive ● Learning how to make a positive first impression ● Discovering ways to connect with people	Proxy Value = Course Cost * # people = 2,677,500. 00 IDR	We factored for 20% deadweight and 20% attribution for as we felt that building one's confidence could have resulted from other aspects of a

		Course Cost = 297,500 IDR Number of people in team = 3		person's life other than his or her job.
Sales Pitching & Persuasion and negotiation skills	2-day Effective Negotiatio n Skills Course	More about the course can be found at the following website: https://www.trimitra.net/negotiation-skills/ The course teach participants: ● How to effectively implement the chosen negotiation strategy and tactics ● How to effectively utilized written, verbal and non-verbal "language" in negotiations ● Challenges in conducting actual negotiations and how to overcome them Course Cost = 5,000,000 IDR	Proxy Value = Course Cost * # people = 45,000,00 0.00 IDR	20% deadweig ht and 20% displace ment was accounte d for. We believe this skill would have been previousl y develope d from their previous

		Number of people in team = 3		jobs.
Computer skills - microsoft	Microsoft Office Course	This course enable one to be more comfortable using a personal computer (PC) and, more specifically, the Windows 10 interface. The course allows participants to familiarize themselves with the Windows 10 user interface, its basic capabilities and explore its functions: https://www.netcomlearning.com/courses/198921/Using-Microsoft-Windows-10-training.html Course Cost = 4,400,000 IDR Number of people in team = 3	Proxy Value = Course Cost * # people = 39,600,000.00 IDR	The is an 20% adjustment for deadweight as we feel that most occupations require basic computer skills knowledge to be honed.
Empowerment - ability to make a change	2-day Achievement Motivation course	The course can be found at the following website: http://training-personaldevelopment.co.id/achievement	Proxy Value = Course Cost * # people =	We factored in 10% for deadweig

		-motivation-10/	35,550,00 0.00 IDR	ht. SWCs are given the opportunities to make a difference in society such that they would be more motivated as a person. Hence, we feel that part of it could have happened even
		A brief summary of the course would include: • Learning about yourself (motivations and passions) • How to present yourself and overcome your problems • Translating self-motivation into actions • Challenging yourself for self-improvement Course Cost = 3,950,000 IDR Number of people in team = 3		

				without their job because self-motivation and drive can also empower a person.
Time management skills	2-day Managing Time Course	In this program, participants will get to learn and master the skill of setting priorities. This will allow them to focus on what is important and control their workday, so they can achieve their objectives steadily and complete them on time. More details can be found at: https://www.trimitra.net/managing-time-priorities-pressures-stress/ Course Cost = 5,000,000 IDR Number of people in team = 3	Proxy Value = Course Cost * # people = 45,000,000.00 IDR	We accounted 30% deadweight as we believe time management is something that the admin team would

				have developed a little just by completing and managing their workloads. We also accounted for 20% attribution because it would be natural that we practice time managem

				ent even in our daily lives.
Client Relationship Management	4-days customer relationship management course	The relevant course can be found at the following website: http://training-bandung.co.id/customer-relationship-management-crm/ Materials covered in the course would include: ● What CRM is and its impacts on the company and customers ● How to develop and maintain CRM (displaying strengths, eliminating weaknesses, utilizing opportunities and considering threats - SWOT) Course Cost = 7,500,000 IDR Number of people in team = 3	Proxy Value = Course Cost * # people = 67,500,00 0.00 IDR	We factored for 20% deadweig ht because as mentione d by the founders all sales consultan ts hired have previous work experienc e, and we assume this skill

				to be developed from their previous experiences. prior skills in mention. 20% displacement was accounted for because by working with Nazava, they replace sale workers who

				might also learn CRM skills.
Stress to meet sales quotas	Individual require to take medical leave due to stress (12 days in a year) to see a doctor	The proxy for a short visit to a doctor can be found at: https://www.expatistan.com/price/doctor/jakarta The following information helped us to develop the cost proxy for stress at work: ● 7 SWCs, each taking about 12 sick days a year Course Cost = -500,000 IDR Number of people in team = 3	Proxy Value = Course Cost * # people = -162,000,000.00	We accounted 30% for this factor as we felt that the stress experienced may also be accumulative for other aspects of the SWCs life.