



SOCIAL RETURN ON INVESTMENT ANALYSIS

Kasaka Women's Workshops

(2024 Programme Year)

Commissioned by: Time + Tide Foundation

Prepared by: Kondwani Vwalika

Submission: 23rd March 2026

SOCIAL VALUE

INTERNATIONAL

Statement of Report Assurance

Social Value International certifies that the report

Social Return on Investment Analysis - Kasaka Women's Workshops (2024 Programme Year)

satisfies the requirements of the assurance process.

The assurance process seeks to assess whether or not a report demonstrates a satisfactory understanding of, and is consistent with, the Principles of Social Value. Reports are independently reviewed by qualified assessors and must demonstrate compliance with the Social Value report assurance standard in order to be certified. The Social Value report assurance standard can be downloaded from the website socialvalueint.org.

Assurance here is against the Principles of Social Value only and does not include verification of stakeholder engagement, report data and calculations.

Awarded 29/04/2026



Signed

Mr Ben Carpenter
Chief Executive Officer
Social Value International



Social Value International is the global network focused on social impact and social value. We are the global network for those with a professional interest in social impact and social value. We work with our members to increase the accounting, measuring and managing of social value from the perspective of those affected by an organisation's activities, through the standardised application of the Principles of Social Value. We believe in a world where a broader definition of value will change decision making and ultimately decrease inequality and environmental degradation.

Disclaimer: Social Value International will not be responsible for any actions that an organisation takes based upon a report that has been submitted for assurance. An assured report does not grant Accredited Practitioner status to the author/authors of the report unless it is part of a full application for Accredited Practitioner status.

Acknowledgments

This report would not have been possible without the generosity and commitment of many people.

The author wishes to express sincere gratitude to Elizabeth Ellis, Foundation Director of the Time + Tide Foundation at the time of this study, for her mentorship and consistent support throughout the research process. Her guidance helped shape both the quality and integrity of this study.

The author also wishes to recognise Mulenga Kapwepwe and Samba Yonga, co-founders of the Women's History Museum Zambia, whose work to preserve and celebrate the history of Zambian women provides the ideological foundation on which this programme rests. The Kasaka Women's Workshops were conceived through the vision of Mulenga Kapwepwe and Mark Carnegie, and the Museum's ongoing role as patron and partner of the programme has been central to its character and purpose.

Heartfelt thanks are due to every woman who has participated in the Kasaka Women's Workshops since the programme's inception. While this study formally evaluates the 2024 cohort of 48 participants, the insights, honesty, and generosity that all participants brought to their time at Kasaka shaped the programme in ways that reach well beyond a single year. Having had the privilege of building and leading this programme, the author is grateful to each of them.

The author also wishes to acknowledge the facilitators who led the 2024 workshops with such expertise and care, Caroline, Nelita, and the rest of the staff at Kasaka River Lodge whose warmth and dedication made the programme possible.

Finally, sincere thanks to Mark Carnegie and Carolyn Sutton, whose generous support as donors and Foundation Board members made the Kasaka Women's Workshops possible.

Table of Contents

Acknowledgments	3
Table of Contents	4
List of Tables	7
List of Figures	8
Executive Summary	9
Programme Overview	9
About This Study	9
Key Finding: SROI Ratio of 12.01:1	10
Table 1: Financial Investment Summary	10
Table 2: Summary of Outcomes and Value	10
Table 3: Value by Stakeholder Group	11
Principal Limitations	12
Principal Recommendation	12
1. Introduction	13
1.1 Global Context: Women and Career Development Challenges	13
1.2 Regional Context: Southern Africa	13
1.3 National Context: Zambia	13
1.4 Rationale for the Kasaka Women's Workshops	13
1.5 Programme History and Evolution	14
1.6 2024 Programme Year and Commissioning of This Study	14
2. Application of the Social Value Principles	15
3. Programme Overview, Inputs and Scope	17
3.1 Key Activities	17
3.2 Inputs	18
3.3 Outputs	20
3.4 Scope of Evaluation	20
4. Stakeholders and Outcomes	22
4.1 Stakeholder Identification	22
4.2 Stakeholder Engagement	25
4.3 Materiality	29
4.4 Outcomes for Workshop Participants	31
4.5 Outcomes for Facilitators	36
4.6 Outcomes for Kasaka Staff	40

4.7 Outcomes for Women Support Staff	42
4.8 Negative and Unintended Outcomes	44
4.9 Outcomes Review	45
5. Evidencing and Valuing Outcomes.....	47
5.1 Evidencing Outcomes, Indicators by Stakeholder Group	47
5.2 Financial Proxies	53
5.3 Discounting Outcomes	57
5.4 Double Counting.....	64
6. Value Created by the Kasaka Women's Workshops	65
6.1 Overall SROI Calculation	65
6.2 Present Value by Year	69
6.3 Value by Stakeholder Group	69
6.4 Abbreviated Impact Map	72
7. Sensitivity Analysis	73
8. Impact on the SROI Practitioner and Programme Coordinator	77
9. Limitations	78
9.1 Evaluator Dual Role.....	78
9.2 Positive Responder Bias	78
9.3 Sample Sizes and Representativeness.....	78
9.4 Attribution and Deadweight Boundary Uncertainty	79
9.5 Proxy Limitations.....	79
9.6 Excluded Community-Level Outcomes	79
9.7 Single-Year Evaluation.....	79
10. Recommendations	80
10.1 For the Programme Implementer (Time + Tide Foundation), Partners & Future Evaluators	80
10.2 For Funders and Commissioners	84
10.3 Forward-Looking Outcome Measurement Framework.....	84
11. Conclusion	86
References.....	87
Appendix A: Full Value Map.....	89
Appendix B: Stakeholder Map	90
Appendix C: Data Collection Summary	91
Appendix D: Glossary of Key SROI Terms	92
Appendix E: Stakeholder Discussion Guide	93
Appendix F: Participant Evidencing Survey Questions	95

Appendix G: Facilitator Evidencing Survey Questions	101
Appendix H: Kasaka & Women Support Staff Interview Guide	105
Appendix I: Pre-Report Assurance Outcomes Check	108
Appendix J: Qualitative Outcomes Submission including Chain of Events	110
Appendix K: Indicator Framework – Outcome Incidence	113
Appendix L: Indicator Framework – Deadweight	114
Appendix M: Indicator Framework – Attribution.....	116
Appendix N: Indicator Framework – Financial Proxies	117

List of Tables

- Table 1: Financial Investment Summary
- Table 2: Summary of Outcomes and Value
- Table 3: Value by Stakeholder Group
- Table 4: Social Value Principles Application
- Table 5: Inputs required to deliver the Kasaka based workshops in 2024
- Table 6: Summary of Programme Outputs
- Table 7: Summary of SROI Scope
- Table 8: Identified Stakeholders Summary
- Table 9A: Stakeholder Engagement Summary
- Table 9B: Stakeholder Interaction Log Table
- Table 10: Participants Outcome Review Table
- Table 11: Participant Stakeholder Subgroups
- Table 12: Facilitator Outcome Review Table
- Table 13: Facilitator Stakeholder Subgroups
- Table 14: Kasaka Lodge Staff Outcome Review Table
- Table 15: Women Support Staff Outcome Review Table
- Table 16: Indicators and Evidence, Workshop Participants
- Table 17: Indicators and Evidence, Facilitators
- Table 18: Indicators and Evidence, Kasaka Staff
- Table 19: Indicators and Evidence, Women Support Staff
- Table 20: Financial Proxies, Workshop Participants
- Table 21: Financial Proxies, Facilitators
- Table 22: Financial Proxies, Kasaka Lodge Staff
- Table 23: Financial Proxies, Women Support Staff
- Table 24: Deadweight Summary
- Table 25: Attribution Summary
- Table 26: Benefit Period and Drop-off summary
- Table 27A: SROI Calculation
- Table 27B: Social Value Calculations
- Table 28: Present Value by Year
- Table 29: Value Created by Stakeholder Group
- Table 30: Abbreviated Impact Map
- Table 31: Sensitivity Analysis Summary
- Table 32: Recommendations
- Table 33: Outcome Measurement Framework

List of Figures

Figure 1: Chart summarizing value created by Stakeholder Group

Figure 2: Image taken during Ethnobotany workshop

Figure 3: Image taken during a presentation by a facilitator at a workshop

Figure 4: Image from a focus group discussion lunch

Figure 5: Theory of Change: Workshop Participants

Figure 6: Chart displaying Participant Age Distribution

Figure 7: Image taken of workshop participants chatting around a campfire

Figure 8: Theory of Change: Workshop Facilitators

Figure 9: Theory of Change: Workshop Facilitators (New Facilitators Subgroup)

Figure 10: Kasaka Staff Theory of Change

Figure 11: Image of Women Support Staff

Figure 12: Women Support Staff Theory of Change

Figure 13: Chart summarising participant respondents to an indicator question related to Increased Career Fulfillment outcome

Figure 14: Chart summarising participant respondents to an indicator question related to Increased Self-efficacy outcome

Figure 15: Chart summarising participant respondents to an indicator question related to Improved Self-Awareness outcome

Figure 16: Chart summarising facilitator respondents to an indicator question related to Increased Professional Fulfillment outcome

Figure 17: Chart summarising facilitator respondents to an indicator question related to Improved Self-Awareness outcome

Figure 18: Chart summarizing value created by Stakeholder Group

Figure 19: Chart displaying value generated per capita

Figure 20: Image of participants taken on the last day of a workshop

Executive Summary

Programme Overview

The Time + Tide Foundation creates social value in Southern Africa by investing in individuals who have historically faced economic exclusion, particularly women and girls living in communities adjacent to safari lodge operations. Rooted in the belief that equipping people to overcome entrenched barriers transforms not only individual lives but entire communities, the Foundation works across focus areas including education, health, female empowerment, and biodiversity conservation.

The Kasaka Women's Workshops (KWW) sit within the Foundation's female empowerment focus area and were established in partnership with the Women's History Museum of Zambia in response to a well-documented gap: professional women in Zambia, particularly those working in traditionally male-dominated fields, face severe structural barriers to career development, mentorship, and peer connection. Women make up approximately 5% of registered engineers nationally, fewer than 25% of professionals in photography and film, and over 97% of STEM and vocational training enrollees are male. These figures point to a persistent deficit not only in representation but in the infrastructure that supports women's professional advancement.

The programme addresses this gap by hosting professional women from across Zambia for immersive, sector-specific workshops at Kasaka River Lodge in Zambia's South Luangwa Game Management Reserve. Each workshop is led by an industry expert and combines structured skill development with peer networking, mentorship, and reflective time in a natural, off-grid environment. Workshop themes offered at Kasaka in 2024 included Podcasting, Ethnobotany, Hospitality, and Architecture, with institutional partnerships supporting delivery from organisations including the Zambia Institute of Tourism and Hospitality Studies and the Zambia Institute of Architects' Women in Architecture Forum.

About This Study

This Social Return on Investment (SROI) analysis evaluates the social value generated by the four workshops hosted at Kasaka River Lodge during 2024, the programme's second operational year and first full calendar year of activity. A total of 48 women participated across the four workshops. The analysis is retrospective and evaluative, conducted in accordance with Social Value International principles and drawing on primary data collected through stakeholder engagement with participants, facilitators, and programme staff. The study was commissioned to provide the Time + Tide Foundation with a rigorous, evidence-based account of the value its investment in KWW has generated for participants and the broader community, and to support ongoing programme learning and development. As this report is made publicly available through the Social Value International database, it is also intended to offer practitioners, funders, and researchers a documented example of social value measurement applied to women's professional development programming in a sub-Saharan African context.

Prior to finalisation, the indicator framework was submitted for a pre-report outcomes review by an SVI assessor, and revisions were made to the attribution framework in response. The full report has been submitted for formal external assurance through Social Value International.

Key Finding: SROI Ratio of 12.01:1

For every USD 1.00 invested in the Kasaka Women's Workshops in 2024, USD 12.01 of social value was generated across the benefit period of all outcomes. Total investment: USD 39,606.06. Total Present Value of outcomes: USD 475,693.35. Net Present Value: USD 436,087.29.

Table 1: Financial Investment Summary

Stakeholder	Input Type	Amount (USD)
Donor & TTF Representative	Venue, logistics, fees, website, bank charges	35,293
Workshop Participants	Participation fees	1,304
Facilitators	Time (stipends amounts funded by donor)	2,140
Kasaka Lodge Staff	Time & manpower (tips funded by donor)	640
Women Support Staff	Time & manpower (wages funded by donor)	229
TOTAL INVESTMENT		39,606

Table 2: Summary of Outcomes and Value

Stakeholder	Outcome	Qty	Proxy USD	Yo Impact USD	5-Yr PV USD
Participants	Increased career fulfilment	32	1,661	32,949	126,607
	Increased self-efficacy	36	1,509	29,873	114,787
	Improved self-awareness	41	1,670	50,581	194,355
Facilitators	Increased professional fulfilment	4	1,529	2,545	6,671
	Improved self-awareness	4	1,529	4,307	11,290
Kasaka Staff	Increased professional self-confidence	7	572	1,932	5,063
	Reduced financial stress	8	1,716	9,196	9,196
Women Support Staff	Increased professional self-confidence	2	588	1,000	2,621
	Reduced financial stress	2	1,764	3,176	3,176
	Increased sense of autonomy	2	588	1,059	1,927
TOTAL				136,618	475,693

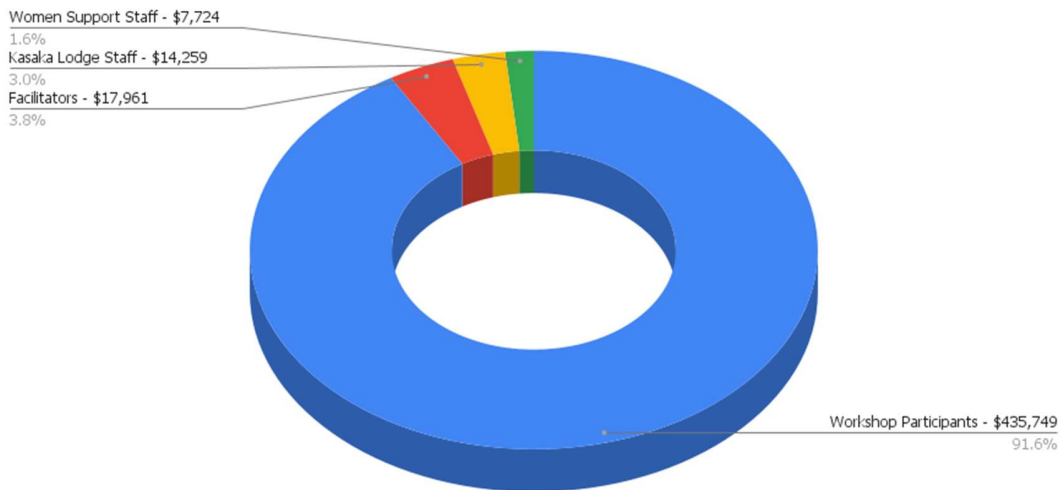
Table 3: Value by Stakeholder Group

Stakeholder Group	Total PV (USD)	% of Total Value	Group Size	Value Per Individual (USD)
Workshop Participants	435,749	91.6%	48	9,078
Facilitators	17,961	3.8%	7	2,566
Kasaka Lodge Staff	14,259	3%	8	1,782
Women Support Staff	7,724	1.6%	2	3,862
TOTAL	475,693	100%	—	—

Note: Participants represent approximately 92% of total present value, reflecting their higher population count and the depth and duration of psychosocial outcomes experienced. Women support staff generate the highest per-capita value at USD 3,862 per individual, underscoring the social return generated by this small but significantly impacted stakeholder group.

Figure 1: Chart summarizing value created by Stakeholder Group

Total SROI Value Distribution by Stakeholder Group - \$475,693



Principal Limitations

Three principal limitations apply to this study. First, the practitioner served as both programme coordinator and SROI evaluator, creating the risk of motivated reasoning notwithstanding methodological safeguards. Second, positive responder bias is a structural risk given the subsidised, attractive programme environment. Third, sample sizes were modest for some groups, particularly the participant survey (n=17, 35.4% of population) and the reliance on a single staff representative as interpreter for lodge staff interviews.

Principal Recommendation

The evidence strongly supports the continuation of the Kasaka Women's Workshops in their current residential, off-grid format. The SROI ratio of 12.01:1 demonstrates highly efficient social investment. The programme's physical setting at Kasaka River Lodge is not incidental to outcomes but causally central to them. Continued investment in baseline data collection, longitudinal outcome tracking, and expanded economic opportunity for women support staff would strengthen the evidence base and increase total social value generated.

1. Introduction

1.1 Global Context: Women and Career Development Challenges

Globally, women continue to face structural barriers to career advancement despite increased participation in education and the labour market. The World Economic Forum (2023) reports that gender gaps in economic participation and opportunity remain significant, particularly in leadership and high-growth sectors. McKinsey & Company (2023) further note that women are underrepresented at nearly every stage of the corporate pipeline, with the largest drop-offs occurring at the transition to management and senior leadership levels. Barriers include unequal access to sponsorship/mentorship, bias in promotion systems, unpaid care burdens, and exclusion from informal professional networks. In emerging and developing economies, women additionally face constraints related to limited access to capital, restricted mobility, and weaker institutional support structures (World Bank, 2022).

1.2 Regional Context: Southern Africa

In Southern Africa, women's labour force participation rates are relatively high compared to global averages; however, participation does not translate into equitable career progression. The International Labour Organization (ILO, 2022) highlights that women in Sub-Saharan Africa are disproportionately concentrated in informal or vulnerable employment. Regional studies consistently identify mentorship gaps and limited exposure to professional networks as critical barriers to women's advancement (UN Women, 2021). Professional isolation and the absence of relatable role models in male-dominated sectors, including technology, architecture, and engineering, reduce both confidence and retention among women who enter these fields.

1.3 National Context: Zambia

In Zambia, gender disparities persist across income levels, formal employment access, and representation in high-growth sectors. While female educational attainment has improved in recent decades, women remain underrepresented in STEM-related professions and senior management roles (World Bank, 2022). Women entrepreneurs face particular challenges, including limited access to finance, reduced collateral ownership, and constrained professional networks. Cultural norms and unpaid domestic responsibilities further shape women's career trajectories, contributing to interrupted career pathways, lower earnings progression, and limited access to structured professional development opportunities.

1.4 Rationale for the Kasaka Women's Workshops

The Kasaka Women's Workshops were developed in direct response to these structural barriers. The programme's design reflects a deliberate theory of change: that removing professional women from their daily environments that are usually defined by competing domestic or familial obligations, limited peer connections, and under recognition, and placing them in an immersive, reflective, and stimulating natural setting with expert-led learning and peer community generates a quality and depth of change that conventional training programmes cannot usually replicate. Hosting the workshops at Kasaka River Lodge

is not merely a logistical convenience, but a core design feature of the programme that enables the particular combination of outcomes documented in this analysis.

1.5 Programme History and Evolution

The Kasaka Women's Workshops originated as a philanthropic endeavor initiated by Mark Carnegie, Chairman of the Time + Tide Foundation and Mulenga Kapwewe, Founder of the Women's History Museum Zambia to leverage the availability of Kasaka River Lodge to host immersive residential-style workshops. The first workshop cohort consisted of twelve women facilitated by an international expert; world renowned photographer Richard I'Anson. Following positive participant feedback and strong demand, the programme expanded to include workshops across multiple professional disciplines. In 2025, the workshops were formally integrated under the TTF's strategic framework, aligned with its revised vision: 'To create social value in Southern Africa by investing in individuals who have historically faced economic exclusion, especially women and girls.'

1.6 2024 Programme Year and Commissioning of This Study

Seven workshops were delivered in 2024 across the following themes: Podcasting, Ethnobotany (delivered twice), Coding, Hospitality, Animation, and Architecture. Active planning began in January 2024, with the first Kasaka workshop in April and the last in October. A year-end community event in December consolidated the alumni network. The 2024 year was selected (with a particular focus on only the workshops hosted at Kasaka Lodge i.e. 4) as evaluation scope as the first full calendar year of activity; the 2023 pilot (April–December) was assessed as insufficiently mature for rigorous SROI evaluation. This study was commissioned to inform TTF's decisions regarding the programme's continuation, format, scale, and partnerships.

2. Application of the Social Value Principles

This analysis was conducted in accordance with the eight core Social Value Principles established by Social Value International (Nicholls et al., 2012). The table below summarises how each principle was applied throughout this study.

Table 4: Social Value Principles Application

Principle	Application in This Study
1. Involve Stakeholders	All five stakeholder groups were engaged through multiple methods: participant surveys, facilitator surveys, lodge staff interviews conducted by the team manager as interpreter, individual interviews with women support staff, and workshop-cohort-specific focus groups. Participation was incentivised with free lunches. Engagement was open to all willing participants and organised by workshop cohort to ensure representative coverage. Outcomes were validated through stakeholder saturation, only outcomes identified consistently across multiple consultations were retained.
2. Understand What Changes	A Theory of Change was developed for each stakeholder group through the engagement process, mapping causal pathways from inputs and activities to short-term outcomes and long-term impact. Changes are described from the perspective of those who experienced them, including one negative outcome finding (community jealousy rather than community respect) which is documented even though it could not be monetised.
3. Value the Things That Matter	Financial proxies were developed using practitioner-validated market substitution (proxy cost) approaches grounded in Zambian market conditions. Relative importance was determined through participant-led importance weighting exercises in which stakeholders distributed 100 points across outcomes. All proxies reflect what stakeholders themselves considered important, not the practitioner's assumptions.
4. Only Include What is Material	Materiality was assessed through a two-stage process: relevance at the qualitative stage (consistent stakeholder identification, clear causal link to programme activities) and significance at the quantitative stage (scale, depth, duration, and causality). Outcomes meeting both conditions were monetised. Outcomes identified but not meeting the significance threshold were disclosed rather than omitted. The donor was excluded as an input-only stakeholder. Full materiality framework and all inclusion and exclusion decisions are documented in Section 4.3.
5. Do Not Over-Claim	Deadweight, attribution, displacement, and drop-off adjustments were applied rigorously. Several deadweight figures were revised following triangulation with secondary evidence and mentor review. Attribution figures were recalculated to remove double-counting of workshop-generated contributions identified as external factors. Displacement was set to zero across all outcomes with documented justification.
6. Be Transparent	All assumptions, proxy construction methods, deadweight rationales, attribution rationales, and benefit period decisions are documented in full in this report with the specific evidence or reasoning that informed each decision. The practitioner's dual role as coordinator and evaluator is acknowledged and its implications are discussed in Section 8.
7. Verify the Result	The indicator framework underlying this analysis was submitted for external assessor 'Pre-report Outcomes Review' by Social Value International. Several

Principle	Application in This Study
	attribution and deadweight figures were revised in response to feedback from an SVI accredited mentor, specifically the revision of attribution figures in the Attribution Revised sheet (incorporated into this analysis) to address identified double-counting concerns. The Theory of Change for each stakeholder group was validated with stakeholders during the engagement process before finalisation. Upon completion, findings will be shared with all participating stakeholder groups. Full details are provided in Section 4.8.
8. Be Responsive	This analysis was iteratively revised in response to stakeholder, mentor and assessor feedback throughout the evaluation process. Deadweight figures were adjusted following triangulation with secondary evidence and a review from an accredited practitioner and mentor. The practitioner's decision to retain or exclude specific outcomes is explained in each case with reference to the stakeholder evidence that informed it. Intermediate findings were shared with the Time + Tide Foundation prior to completion of this report and have already informed the development of the 2026 programme workplan, demonstrating the practical utility of the analysis beyond formal reporting.

3. Programme Overview, Inputs and Scope

3.1 Key Activities

Each Kasaka-based workshop followed a three-to-four day residential format. Activities included: expert-led facilitation sessions on the workshop theme; structured networking sessions; informal peer interaction during meals, evenings, and leisure periods; personal reflection facilitated by the off-grid natural setting; and participation in a guided programme schedule balancing content delivery with unstructured community time. Post-workshop, cohort engagements was maintained through WhatsApp groups, and the December year-end event brought together participants from all 2024 cohorts.



Figure 2: Image taken during Ethnobotany workshop



Figure 3: Image taken during a presentation by a facilitator at a workshop

3.2 Inputs

The table below details all inputs required to deliver the workshops hosted at Kasaka River Lodge in 2024. All inputs are included that were necessary to enable the activities to occur. The historical exchange rate applied throughout is ZMW 21.00 = USD 1.00.

Table 5: Inputs required to deliver the Kasaka based workshops in 2024

Stakeholder	Input Item	Amount (USD)	Notes
Donor	Venue (Kasaka River Lodge)	15,680	Full camp rate; foregone commercial bookings. 4 nights × 4 workshops at applicable lodge day rate
	Workshop Manager Salary	6,000	Prorated for Kasaka workshops specifically; covers programme planning, coordination, logistics, and facilitation management across 8-month active period

Stakeholder	Input Item	Amount (USD)	Notes
	Workshop Logistics (food, transport)	7,428	Catering for all participants and facilitators across 4 Kasaka workshops; transport costs for participants and materials
	Facilitator Allowances	2,140	Paid to 7 facilitators across 4 workshops; covers preparation time, delivery, and travel. Facilitator time is therefore a donor cost, not a separate stakeholder input.
	Support Staff Wages	228.80	Wages paid to 2 women casual kitchen/support staff from Mugurameno village across all workshop engagements
	Tips for Lodge Staff	640	Tips distributed to Kasaka River Lodge permanent staff by workshop participants and donor; represents supplemental income above regular wages. Lodge wages are a lodge operating cost excluded from programme inputs.
	Books Gifted to Participants	2,688	Reading materials and resource books distributed to all 48 workshop participants across 4 cohorts
	Year-End Event	2,731	Venue, catering, logistics and materials for December 2024 alumni and community event bringing together 2024 cohorts; cost prorated to Kasaka programme
	Website	700	Programme website development and maintenance costs prorated to Kasaka workshops
	Bank Fees	66	Bank transaction and transfer fees associated with programme disbursements
Donor Subtotal		38,302	Largest input category; represents venue, programme management, and all third-party costs
Workshop Participants	Participation Fees	1,304	Subsidised participation fee paid by 48 participants across 4 Kasaka workshops. Full commercial rate would far exceed this amount; subsidy reflects TTF's commitment to accessibility
	Time	0	Participant time was valued at zero in the investment calculation as it is already captured in the proxy cost methodology (opportunity cost of attendance is embedded in the proxy value for career fulfilment)
Participants Subtotal		1,304	
Facilitators	Time and Content Preparation	0	Facilitator time is remunerated through donor-paid allowances (ZMW 53,500 above). Facilitator inputs are therefore captured under donor costs. No separate time input is recorded to avoid double-counting.

Stakeholder	Input Item	Amount (USD)	Notes
Facilitators Subtotal		0	Remunerated; counted in donor line
Kasaka Lodge Staff	Time & Manpower	0	Lodge staff wages are a lodge operating cost not funded by TTF. Tips are counted in the donor input line above. No separate staff input is recorded to avoid double-counting.
Women Support Staff	Time & Manpower	0	Support staff wages (ZMW 5,720) are already counted in the donor input line. No separate input is recorded.
Staff Subtotal		0	Wages counted in donor line
TOTAL INVESTMENT		39,606	All inputs enabling the 2024 Kasaka Women's Workshops

3.3 Outputs

Outputs represent the direct, tangible products of the programme's activities. Over the evaluation period, the Kasaka Women's Workshops delivered the following:

Table 6: Summary of Programme Outputs

Output	Quantity	Description
Workshops hosted	4	Residential workshops hosted at Kasaka River Lodge over the evaluation period, each serving a distinct cohort of women participants.
Year-end event hosted	1	A celebratory event held at the close of the calendar year at which participants were formally presented with certificates of completion.
Women participants	48	Total number of women who attended a Kasaka-based workshop, forming the primary stakeholder group for this analysis.

3.4 Scope of Evaluation

The table below provides a summary of the scope of this SROI evaluation, mapping inputs to activities, outputs, stakeholders, and material outcomes. This provides an accessible overview of the full analytical scope of the study.

Table 7: Summary of SROI Scope

Inputs	Activities	2024 Outputs	Stakeholders	Material Outcomes by Stakeholder	
Donor funding (USD 35,293)	Sector-specific residential workshops at Kasaka River Lodge (3-4 days each)	4 workshops hosted at Kasaka 48 women participants 7 facilitators engaged 10 lodge & support staff involved 1 year-end event	1. Workshop Participants (n=48)	<ol style="list-style-type: none"> 1. Increased career fulfilment 2. Increased self-efficacy 3. Improved self-awareness 	
Participant fees & time (USD 1,304)			2. Facilitators (n=7)	<ol style="list-style-type: none"> 1. Increased professional fulfilment 2. Improved self-awareness 	
Facilitator expertise			Peer networking sessions	3. Kasaka Lodge Staff (n=8)	<ol style="list-style-type: none"> 1. Increased professional self-confidence 2. Reduced financial stress
Lodge venue				4. Women Support Staff (n=2)	<ol style="list-style-type: none"> 1. Increased professional self-confidence 2. Reduced financial stress 3. Increased sense of autonomy
Venue staff	Expert-led facilitation				
Women support staff	Year-end community event				
	WhatsApp alumni community				

4. Stakeholders and Outcomes

4.1 Stakeholder Identification

Stakeholders are individuals, organisations, or entities that experience change as a result of programme activities (Social Value International, 2012). Stakeholder identification was conducted through a structured brainstorming session between the practitioner and the TTF Director, applying a snowball approach with prompts such as: 'Who else experiences or could experience change because of the workshops?' During all qualitative engagements, stakeholders were additionally asked to identify any groups that may have been overlooked and any groups that may have experienced unintended negative outcomes.

This open questioning led to the identification of several additional candidate groups including participants' families, participants' employers or schools, supply vendors, and partner organisations which were subsequently assessed and excluded from the outcome analysis. For each excluded group, potential outcomes were identified before the exclusion decision was made. Participants' families and friends were considered likely to experience improved household wellbeing, reduced interpersonal stress, and more positive family dynamics as indirect effects of participants' changed mood and confidence; however, these effects could not be directly evidenced within the evaluation scope. Participants' employers and academic institutions were considered possible indirect beneficiaries of increased employee engagement and professional confidence; however, the programme's contribution was assessed as indistinguishable from other factors at the institutional level. Supply vendors were assessed for any change in business performance or satisfaction attributable to workshop-period demand; no evidence of differential outcomes beyond routine commercial activity was found. Partner organisations were assessed for collaborative learning benefits; no consistent outcome pattern was identified across the primarily single-interaction engagements. The Lusaka-based workshop participants were assessed for the possibility of similar psychosocial outcomes; however, because the residential and off-grid format is causally central to the outcomes documented in this analysis, applying the same outcome framework to a different setting would risk misclaiming value not generated by the mechanisms the programme relies on.

Families and friends were excluded primarily because direct evidencing of their outcomes was not feasible within this evaluation's scope; however, there is also substantive evidence that material, monetisable outcomes for this group from a short-duration residential programme are unlikely to meet a significance threshold. UN Women (2021) reviewed women's capacity-building programmes across sub-Saharan Africa and found that household-level effects from short-duration interventions are widely theorised but rarely amenable to quantification in primary evaluation data, in part because the causal pathway from a participant's changed professional confidence to a measurable household outcome is long, variable, and intersected by many other factors. The *3ie* impact evaluation of women's entrepreneurship development in Kenya (2023) similarly found that programme-attributable effects at the household level were statistically indistinguishable from background variation in programmes of four days or fewer without dedicated longitudinal household surveys. These findings support the conclusion that while household-level effects are plausible, they are unlikely to constitute material, attributable outcomes within the scope of a single-year SROI evaluation. Participants' employers and academic institutions were excluded on equivalent grounds. McKinsey and Company (2023) and ILO (2022) both identify that employer-level outcomes from individual short-duration professional development interventions are typically indistinguishable from other factors driving institutional performance, and cannot be meaningfully attributed to a single employee's attendance at a programme without dedicated employer-level data collection. The programme represents an insignificant fraction of total activity influencing any employer's

or institution's outcomes, and no consistent pattern of employer-level change was identified through stakeholder questioning. Supply vendors were confirmed through informal consultation to serve other clients throughout the year and showed no evidence of change beyond routine commercial activity. Partner organisations were engaged collaboratively but most involved single-workshop interactions with no consistent evidence of distinct outcome pathways, consistent with Patton's (2011) finding that one-off collaborative interactions in the development sector rarely generate separable outcomes warranting independent measurement.

The snowball stakeholder identification process was not conducted by the practitioner alone. During each of the four cohort focus groups, participants were explicitly asked: 'Who else might experience positive or negative change because of the workshops?' Facilitators were asked the same question during their interviews. The lodge manager was asked to consider impacts on the broader Kasaka Lodge operation and the wider Mugurameno community. These conversations produced a consistent set of candidate groups across all four engagement sessions: participants' immediate family members (partners, children), friends, participants' employers or academic institutions, supply vendors, partner organisations that co-promoted the workshops, and the Lusaka-based workshop participants who were not part of the Kasaka residential format. Family and friends were the group most frequently nominated by stakeholders as likely to have experienced change. Participants themselves described improved mood, reduced stress, and greater engagement at home following workshop attendance.

While these indirect effects are plausible and consistent with the existing evidence base on residential professional development interventions (UN Women, 2021; World Bank, 2020), they could not be directly evidenced within the scope of this evaluation. UN Women (2021) notes that indirect household effects from short-duration women's empowerment programmes are widely hypothesised but rarely captured in primary evaluation data due to access and attribution constraints, a limitation that applies directly here. For this reason, families and household members are excluded from the valuation but are noted as a priority group for future evaluation, and participant responses on improved personal relationships have been treated as directional evidence of this pathway rather than ignored. Participants' employers and academic institutions were nominated by two facilitators and three participants as likely indirect beneficiaries, particularly given that several participants reported changes in their professional confidence and work behaviour post-workshop. However, the programme represents an insignificant fraction of the total activity influencing employer or institutional outcomes, and no consistent pattern of employer-level change was identified through stakeholder questioning. The ILO (2022) notes that attributing institutional-level change to a single short-duration training intervention for individual employees is methodologically problematic without dedicated employer engagement; this further supports exclusion.

Supply vendors were identified through the practitioner's structured brainstorming and confirmed to serve other clients throughout the year. No evidence of material change beyond standard commercial activity was found, and no vendor reported differential outcomes attributable to workshop engagement when the question was raised with them informally. Partner organisations were engaged collaboratively but most involved single-workshop interactions with no consistent evidence of material change in outcomes; this pattern is consistent with research on short-term partnership engagement in the development sector (Patton, 2011), which finds that one-off collaborative interactions rarely generate distinct outcome pathways warranting separate measurement. The Lusaka workshop participants were excluded because the residential and off-grid design features of the Kasaka format are, per the theory of change, causally central to the outcomes documented; applying the same outcome framework to participants in a different setting would risk misclaiming value not generated by the mechanisms the programme actually relies on.

These final four stakeholder groups were subsequently involved in establishing the levels of the discounting factors applied in the analysis. The specific questions used to collect their input on deadweight, attribution, drop-off, and displacement are included in Appendices F to H. Further detail on the engagement methods and numbers involved is provided in Section 4.2 and Table 9.

Table 8: Identified Stakeholders Summary

Stakeholder Group	Population	Included in Analysis?	Role	Inclusion Rationale
Workshop Participants	48	Yes, outcomes	Primary beneficiaries	Direct recipients of programme activities; highest incidence and depth of outcomes
Facilitators	7	Yes, outcomes	Expert practitioners	Directly affected by the experience of delivering workshops; evidence of material outcomes
Kasaka Lodge Staff	8	Yes, outcomes	Hosting & logistics	Non-routine professional demands and income effects directly correlated to workshops confirmed in interviews
Women Support Staff	2	Yes, outcomes	Kitchen & support	Most significant per-capita impact; economically marginalised subgroup with distinct outcome pathway
Donor / TTF Rep	2	Inputs only	Funder & oversight	Inputs documented; no material social outcomes distinct from programme mission identified
Supply vendors	6	Excluded	Workshop supplies	Vendors supplied other clients throughout the year; no material change in outcomes identified.
Partner organisations	9	Excluded	Expertise & Promotion	Partnerships were collaborative and mutually beneficial; most involved single workshop engagement with no evidence of material change in outcomes.
Participants' Families and Friends	Unknown	Excluded	Indirect beneficiary	Indirect change; access constraints; excluded from scope, recommended for future evaluation
Participants' Employer/School	Unknown	Excluded	Indirect beneficiary	Indirect change only; programme represents an insignificant portion of employer or institutional activity; excluded from scope.
Lusaka Workshop Participants	~40 est.	Excluded	Participants (non-Kasaka)	Different setting; no equivalent residential format or reflective conditions

While families and friends of participants were not directly consulted, participants frequently reported improved mood, reduced stress, and a greater sense of clarity and purpose following workshop attendance during the focus groups. Based on this, it is reasonable to infer a positive indirect effect on

social relationships and wellbeing. However, because this has not been directly evidenced through engagement with them, these and other possible outcomes experienced by families, friends and employers/schools have not been included in the valuation. Future evaluations could include a dedicated household survey to test and quantify this pathway.

4.2 Stakeholder Engagement

The SROI analysis was announced through various channels including each participant's workshop WhatsApp group, direct calls or emails with an open invitation to participate. Participation was incentivised with a free lunch following focus group sessions.

For workshop participants, input was collected through cohort-specific focus groups, with one focus group held per workshop cohort to ensure all four cohorts were represented. A follow-up written online survey was distributed through the workshop WhatsApp groups to capture additional responses and corroborate focus group findings. A sample of 17 participants from the full population of 48 was reached through this process, representing a range of age groups, career stages, and employment types. For facilitators, 5 of the 7 were engaged through individual interviews and a written online survey distributed via direct email and WhatsApp contact. For Kasaka Lodge staff, all available staff were engaged through structured in-person interviews facilitated by the team manager, who served as interpreter given language constraints. For the women support staff, both women were engaged directly through individual in-person interviews.

In accordance with Social Value International guidance, all methods used open-ended, non-leading questions designed to give stakeholders the opportunity to describe change from their own perspective, rather than probing specifically for the outcomes the Kasaka Women's Workshops intended to produce. This distinction is important: the aim was to hear what stakeholders themselves considered significant, not to confirm a predetermined outcome list. Where conversations developed naturally through disclosures, reflections, or observations that stakeholders raised of their own accord, the practitioner followed those threads rather than redirecting to the structured questions. This approach allowed the full texture of stakeholder experience to emerge, including findings that were unexpected. The facilitator subgroup distinction arose from facilitators' own descriptions of how their experience differed by seniority. The lodge staff income predictability finding surfaced without prompting during interviews. The community jealousy outcome, the only negative finding documented in this analysis, emerged during the evidencing of the outcomes as opposed to earlier during initial interviews displaying how stakeholders had the opportunity to share additional insights or feeling after further reflections. Full question instruments for all stakeholder groups are included in Appendices E to H.

The engagement process was also explicitly designed to surface unintended and negative outcomes, not only the positive changes the programme set out to achieve. All stakeholder questionnaires included dedicated questions probing for any negative experiences or unintended consequences of participation, and stakeholders were asked whether there were any other changes, positive or negative, that had not already come up in the conversation. These questions are included in Appendix E. This probing is how the community jealousy finding emerged: it was not volunteered spontaneously during the initial outcome

identification interviews but arose in response to direct questioning during the women support staff engagement, demonstrating that the process created genuine space for negative findings to surface. The inclusion of this finding in the analysis, even though it could not be monetised, reflects the practitioner's commitment to reporting what the engagement process actually produced rather than only what supported a positive narrative.

Following the engagement process, the chains of events and Theories of Change (TOCs) developed for each stakeholder group were shared back with stakeholders for their feedback and validation. This step ensured that the causal pathways documented in the analysis accurately reflected the changes stakeholders themselves had described, rather than representing the practitioner's interpretation alone. A table displaying the chains of events is included in Appendix J. The numbers involved in each engagement method, the process for selecting representative stakeholders, and the methods used are summarised in Table 9 below.

The same stakeholder groups involved in identifying and defining outcomes were also involved in establishing the levels of deadweight, attribution, drop-off, and displacement applied in the analysis. In practice, re-engaging the same individuals was the most feasible approach: participants and facilitators who had taken part in the initial focus groups and interviews were already familiar with the SROI study and its purpose, which made follow-up contact more straightforward. For Kasaka Lodge staff and the women support staff, revisiting the same group representative and both women respectively was a natural choice given the small population sizes. The specific questions used to collect stakeholder input on the discounting factors are included in Appendices F to H. The numbers involved in each method are summarised below.

Table 9A: Stakeholder Engagement Summary

Stakeholder Group	Method	Sample	Timing	Notes
Workshop Participants	Focus groups (cohort-specific) Online survey	n=17 / 48 (35.4%) Multiple cohorts	Jan–Oct 2025	Extrapolated to full population; diverse respondent profile across workshop cohort, age group, career stage, and employment type confirmed by practitioner One focus group per workshop cohort; ensured all subgroups represented; incentivised with lunch. Post focus group survey to collect additional responses to evidence focus group findings.
Facilitators	Interviews, Online survey	n=5 / 7 (71.4%)	Jan–Oct 2025	Good balance of experience level (newer and senior) and professional sector represented

Stakeholder Group	Method	Sample	Timing	Notes
Kasaka Lodge Staff	In-person structured interview	12 staff via team manager	Jan-Oct 2025	Manager served as representative due to language constraints; limitation acknowledged; manager has 5+ years tenure and direct operational familiarity
Women Support Staff	In-person individual interviews	n=2 (100%)	Jan-Oct 2025	Both women interviewed directly; Lodge manager provided additional community and household context
All groups	WhatsApp engagement	Ongoing	Jan 2025 - March 2026	Supplementary informal feedback; announcements and follow-up; not a formal data collection method



Figure 4: Image from a focus group discussion lunch

The table below provides a consolidated log of all formal and informal interactions with each stakeholder group across the evaluation period. This log should be read alongside Table 9A, which summarises the formal engagement methods and sample sizes. The majority of subsequent engagement was embedded in the programme's existing working relationships rather than conducted as discrete formal research events: participants and facilitators were reachable through WhatsApp groups and email, lodge staff were engaged through the team manager in the natural course of her role, and the women support staff were reached directly through in-person contact at Kasaka or phone calls. This embedded approach is consistent with the programme's operating context and is the primary reason the engagement was continuous and sustained across the full year+ of the study.

Table 9B: Stakeholder Interaction Log Table

Stakeholder Group	Engagement Method	Period	No. Engaged	Purpose / Stage
Workshop Participants	Cohort-specific focus groups (4 sessions, one per workshop cohort)	Jan–May 2025	17 of 48 (35.4%)	Outcome identification; Theory of Change development; negative outcome probing
	Written online survey (distributed via cohort WhatsApp groups)	May–Oct 2025	17 of 48 (35.4%)	Quantitative evidencing; discounting factor input (deadweight, attribution, drop-off)
	WhatsApp group communication (ongoing, all 4 cohort channels)	Jan 2025–Mar 2026	All 4 cohort groups	Announcements; TOC and findings sharing; invitation for supplementary input
	Valuation summary and SROI ratio sharing	March 2026	All cohorts via WhatsApp	Findings verification
Facilitators	Individual in-person and remote interviews	Jan–May 2025	5 of 7 (71.4%)	Outcome identification; TOC development; stakeholder candidate identification
	Written online survey (via direct email and WhatsApp)	May–Oct 2025	5 of 7 (71.4%)	Quantitative evidencing; benefit period and drop-off input
	Direct email and WhatsApp contact	Ongoing, Jan–Oct 2025	5 facilitators	TOC chain validation; clarification queries
Kasaka Lodge Staff	Structured in-person interviews (conducted by team manager as interpreter)	Jan–Dec 2025	12 staff via team manager	Outcome identification; quantitative evidencing; discounting factor input
	Pre-report valuation summary review	March 2026	Staff representative	Findings verification
Women Support Staff	Individual in-person interviews	Jan–Dec 2025	2 of 2 (100%)	Outcome identification; quantitative evidencing; negative outcome probing
	Informal interview with lodge manager	May 2025	1 (lodge manager)	Additional community and household context

All groups	WhatsApp groups (supplementary informal channel)	Jan 2025–Mar 2026	All groups	Supplementary informal feedback; announcements; follow-up
------------	--	-------------------	------------	---

4.3 Materiality

Materiality determines which outcomes are included in the SROI analysis and ensures the report focuses only on changes that are sufficiently important to stakeholders and significant enough in scale and value to influence the decisions of readers. This assessment was conducted in line with Social Value International guidance and applied consistently across all identified outcomes and stakeholder groups.

4.3.1 Materiality Framework

Materiality was assessed through a two-stage process.

The first stage was relevance, assessed during the qualitative engagement phase. An outcome was considered relevant if it was consistently identified by stakeholders through open-ended questioning, reflected a meaningful experience of change in their own terms, and demonstrated a clear causal link to programme activities within the Theory of Change. This stage was deliberately designed to surface all types of change (positive, neutral, and negative), rather than only the outcomes the programme intended to produce. The result was a long list of outcomes including both intended and unintended findings.

Saturation was the primary test applied at this stage. An outcome was carried forward only if it was raised repeatedly and independently across multiple individuals within a stakeholder group. Where an experience appeared unique to one individual and could not be corroborated when others were asked whether they had experienced something similar, it was not treated as a programme-level outcome. Several individually meaningful experiences emerged during the engagement process that did not meet this threshold. One participant described how her workshop attendance led to people around her recognising her skills in ways that generated new professional opportunities, but at a volume that left her feeling overwhelmed. Another shared that the break from her daily routine had improved her relationship with her partner to such an extent that she gestured to her pregnant belly as evidence. These were genuine and significant personal experiences, but because they could not be generalised to the stakeholder population, they were not taken forward.

The second stage was significance, assessed during the quantitative phase. Relevant outcomes were evaluated against four dimensions: scale (the number or proportion of stakeholders experiencing the outcome); depth (the degree of change experienced by stakeholders, as measured through indicator movement in the quantitative data, and subsequently reflected in financial proxies within the valuation); duration (how long the outcome was expected to last); and causality (the strength of the programme's contribution as informed by deadweight, attribution, and displacement figures). An outcome was considered sufficiently significant for monetisation where the quantitative data demonstrated meaningful change at adequate scale, with a credible causal link to the programme and a duration that justified valuation. Outcomes that were present in the data but showed weak indicator movement, affected only a marginal proportion of stakeholders, or could not be meaningfully attributed to the programme were acknowledged qualitatively but excluded from the valuation model. This threshold was

applied consistently across all outcomes to ensure the SROI ratio reflects genuine, evidenced value rather than an inflated aggregation of marginal effects.

4.3.2 Decision Rule for Inclusion

Outcomes were included in the SROI calculation where they met both of the following conditions: demonstrated relevance through stakeholder validation at the qualitative stage, and demonstrated significance based on scale, depth, duration, and causality at the quantitative stage. Outcomes that met relevance criteria but did not demonstrate sufficient significance were retained qualitatively and documented in the analysis with a clear justification for their exclusion from monetisation.

4.3.3 Application of Materiality

This framework was applied consistently across all stakeholder groups and identified outcomes. The outcome review tables in Sections 4.4 through 4.7 document the inclusion or exclusion decision for every outcome considered, with the reasoning provided for each.

The community jealousy finding is the clearest illustration of how the two-stage framework operates in practice. This outcome was identified through direct stakeholder questioning during the women support staff engagement and therefore met the relevance criteria at the qualitative stage: it was real, attributable to the programme, and stakeholder-identified. However, at the quantitative significance stage, it was not determined to be significant by the reporting stakeholders during the weighting of outcomes. It was not nominated as a primary or dominant experience by both women relative to the other experienced outcomes when the practitioner explored this further. No established financial proxy exists for community social friction, and the affected stakeholders did not describe it as the dominant feature of their experience relative to the positive outcomes they also reported. The outcome is therefore acknowledged in full in this report and discussed in Section 9.6, but excluded from the valuation. This approach reflects SVI guidance that material findings should be disclosed even where they cannot be monetised, and that the obligation to be transparent outweighs the convenience of omission.

A second materiality consideration related to feasibility of evidence. An outcome was only included where it could be evidenced through primary data collected during this evaluation, secondary research, or expert consultation. Several stakeholders described changes they believed may have extended to people around them, including family members, partners, employers, and colleagues. These indirect effects are plausible and in some cases likely. However, due to time constraints and the practical difficulty of accessing those groups within the scope of this evaluation, they could not be verified and were not included. Where indirect stakeholder groups were identified and excluded, they are documented in Table 8 with a rationale and a recommendation for future evaluation.

4.3.4 Exclusion of Outcomes and Stakeholder Groups

Where outcomes or stakeholder groups were excluded from the analysis, decisions were based on one or more of the following: lack of evidence of material change, insufficient scale or consistency across the stakeholder group, absence of a clear and attributable causal link to programme activities, or inability to access and verify evidence within the evaluation scope. All exclusion decisions were informed by stakeholder input, supported by qualitative evidence, and cross-checked against the Theory of Change to ensure that no outcome was omitted that could reasonably influence the decisions of readers.

4.3.5 Professional Judgement and Limitations

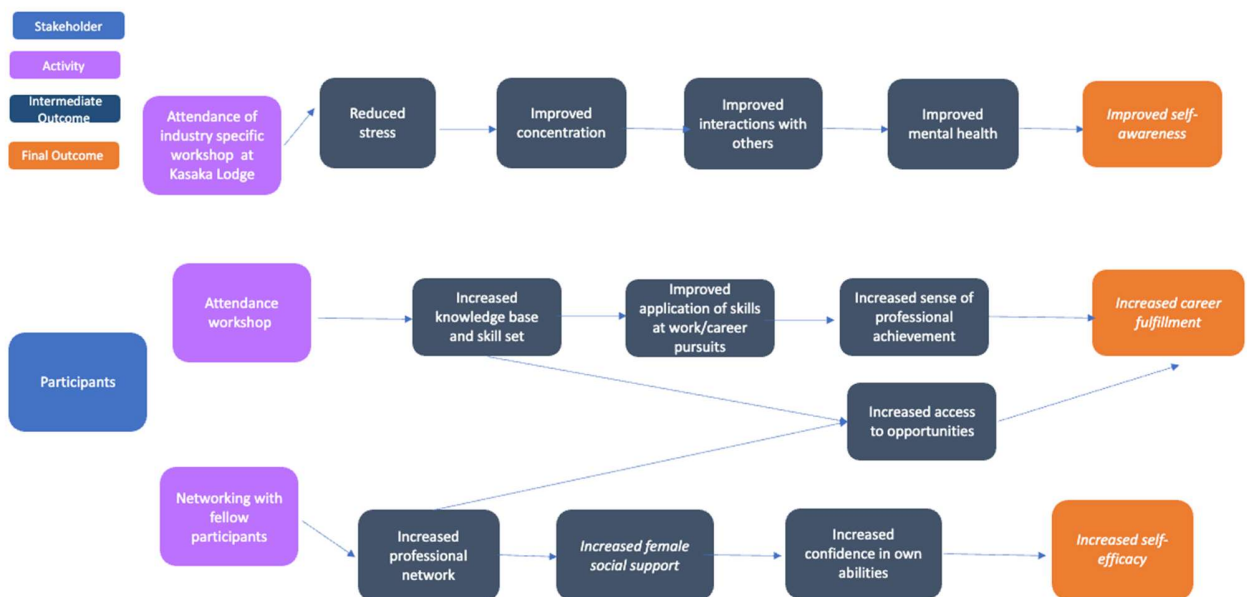
Materiality assessments involved professional judgement, particularly in balancing qualitative relevance against quantitative significance. To mitigate the risk of bias, the practitioner consulted colleagues for their perspectives, and conservative assumptions were applied where uncertainty existed, outcomes identified by stakeholders were documented (rather than omitted) but not valued, and sensitivity analysis was conducted to test the robustness of key inclusion decisions. The practitioner's dual role as programme coordinator and evaluator is acknowledged as both a strength and a structural limitation of this study and is discussed in full in Section 9.1. Readers are encouraged to apply the sensitivity analysis scenarios in Section 7 as a complement to the headline SROI ratio when using these findings for decision-making.

4.4 Outcomes for Workshop Participants

4.4.1 Theory of Change

Workshop participants enter the programme as professional women navigating structural barriers to career advancement in Zambia: limited peer networks, insufficient professional development resources, and constrained reflective space. The Kasaka residential format addresses these barriers through three causal mechanisms: environmental displacement (the off-grid setting removes participants from daily stressors and domestic roles), expert-facilitated professional exposure (expanding knowledge, skills, and career clarity), and peer community formation (creating a durable support network through sustained residential contact). Together, these mechanisms produce the three material outcomes documented below.

Figure 5: Theory of Change: Workshop Participants



4.4.2 Outcome Review Table

Table 10: Participants Outcome Review Table

Outcome Considered	Included?	Rationale
Increased career fulfilment	Yes	Identified consistently across all cohort focus groups and survey responses. 70.6% of surveyed participants reported significant increase in career direction clarity. Causal mechanism clearly distinct from general career progression trends.
Increased self-efficacy	Yes	Mentioned in focus groups and 82.4% of survey responses for confidence increase. Peer connection mechanism provides a distinct causal pathway beyond everyday life experiences.
Improved self-awareness	Yes	Highest incidence outcome (88.2% for growth area identification). Causal pathway, the off-grid reflective setting, is documented and distinct from what routine daily experience provides.

4.4.3 Subgroups

Three subgrouping dimensions were considered for workshop participants. Age and career stage were identified as the most analytically significant: younger participants at earlier career stages typically reported more profound changes in self-efficacy and access to opportunities given their lower baseline professional networks and resources, while older participants more often described career fulfilment in terms of values-direction alignment. Household income level (low versus middle-to-high) and social capital (low versus high existing connectivity) also influenced the depth, though not the incidence, of outcomes. Outcomes are reported for the full participant population with these subgroup variations noted contextually.

The decision not to segment participants in the value map was made for three reasons. First, all three subgroups experienced the same three core outcomes, meaning separate outcome chains were not required. Second, while the depth of change varied across subgroups, the incidence-based approach used in this analysis captures whether an outcome occurred rather than its magnitude, which reduces the analytical significance of depth variation at the modelling stage. Third, the sample of 17 survey respondents does not support robust separate incidence rates by subgroup without introducing unacceptable statistical uncertainty. The subgroup distinctions are therefore preserved as contextual interpretation rather than separate model inputs.

Table 11: Participant Stakeholder Subgroups

Subgroup	Age Range	Typical Characteristics	Outcomes
Subgroup 1 - Younger Participants	30 years and under	Education: Diploma or degree; Career: Entry-mid level; Marital status: Single/newly married; Children: 0-2	Increased self-awareness; Increased career fulfillment;

		(Driven primarily by knowledge and skills acquisition, increased access to opportunities, and professional network growth from a low baseline.)	Increased self-efficacy.
Subgroup 2 - Middle Aged Participants	30 to 50 years old	Education: Degree/Masters; Career: Mid-senior level; Marital status: Married/divorced; Children: 0-4 (Driven primarily by reduced stress, improved mental health, and increased female social support alongside continued professional development.)	
Subgroup 3 - Senior Participants	Older than 50 years old	Education: Degree/Masters; Career: Senior level/retired; Marital status: Married/divorced/widowed; Children: 0-4 (Driven primarily by reduced stress, improved mental health, and increased female social support, with self-awareness outcomes particularly pronounced at this life stage.)	

Note: All three participant subgroups experienced the same three core outcomes. The decision to retain a single participant group in the value map rather than model subgroups separately is based on three considerations: all subgroups share the same outcome chains; the incidence-based approach captures whether outcomes occurred rather than their magnitude, reducing the modelling significance of depth variation across subgroups; and the survey sample of 17 does not support statistically reliable separate incidence rates by age or career stage. Subgroup differences in the depth and character of outcomes are documented in Section 4.4.3.

Beyond age and career stage, three further dimensions of participant variation were identified and considered during the analysis. First, household structure: participants with dependent children (the majority of the Subgroup 2 cohort) arrived at the workshops carrying caregiving responsibilities they had temporarily set aside; their experience of the reflective off-grid setting was shaped by the relative rarity of protected personal and professional time, and their self-awareness and stress-reduction outcomes tended to be particularly pronounced as a result. Participants without children or with older children more often described the setting as an accelerator for career-focused reflection rather than as relief from domestic pressure. These different motivational entry points do not alter the outcome incidence findings, since all three core outcomes were experienced across both groups, but they do suggest meaningfully different causal pathways to the same destinations.

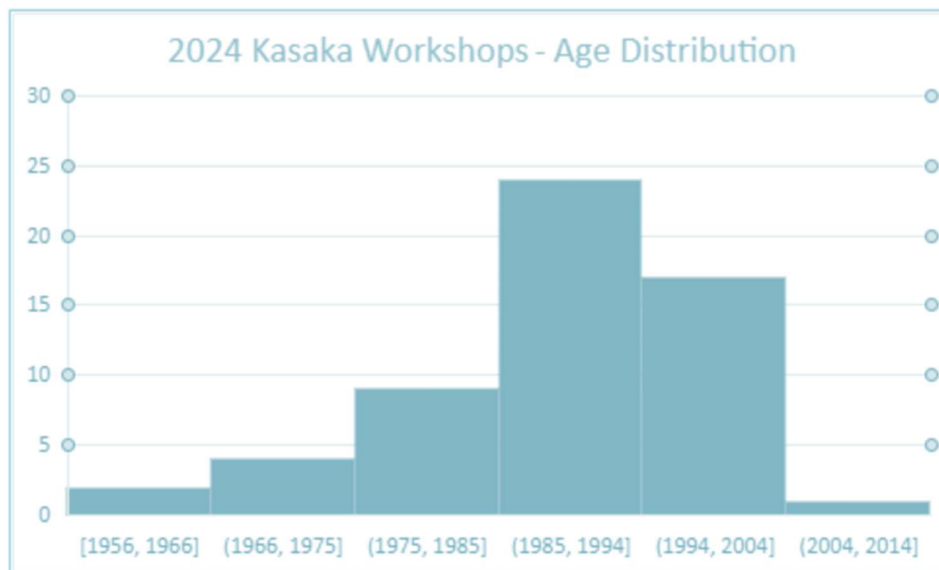
It is worth noting that for participants with dependent children, the act of attending a residential workshop is not cost-free even before arrival: making caregiving arrangements, managing domestic logistics in advance, and tolerating the ambient concern of being unreachable for a period are all real

experiences that were surfaced during stakeholder engagement. These were not found to constitute unintended negative outcomes in any material sense, but they do form part of the honest account of what participation involves for this subgroup. That participants in this group nonetheless reported self-awareness and stress-reduction as among their most pronounced outcomes suggests that the workshop environment generated sufficient restorative value to outweigh the friction of the transition into it.

Second, existing professional network depth: participants with well-developed prior networks reported self-efficacy gains driven primarily by validation and values-alignment, while those with thinner networks reported gains driven more strongly by new connections and access to role models. This dimension is consistent with Bandura's (1997) social learning framework, which identifies vicarious experience and social persuasion as distinct self-efficacy mechanisms, and suggests that the programme generates its self-efficacy outcomes through different routes depending on participants' starting conditions. Third, the question of whether any subgroup experienced unintended negative outcomes was addressed directly with stakeholders. No participant subgroup reported negative outcomes attributable to workshop participation.

Research on short-duration residential professional development interventions for women in sub-Saharan Africa consistently finds that negative unintended outcomes among direct participants are uncommon, given the voluntary, subsidised, and psychosocially safe nature of such formats (UN Women, 2021; 3ie, 2023). This does not eliminate the possibility of harm, and the practitioner's direct probing of all stakeholder groups for negative outcomes during both qualitative and quantitative engagement phases was designed precisely to create space for such findings to emerge. None did for the participant group.

Figure 6: Chart displaying Participant Age Distribution



As shown in Figure 6, the largest share of participants fell within the 1985-1994 birth cohort (approximately 30-39 years old in 2024), placing the majority in Subgroup 2. Younger participants

(Subgroup 1) and senior participants (Subgroup 3) were less represented, reflecting the typical career stage of women who self-select into industry-focused professional development workshops.

4.4.4 Participant Quotes

"It felt like a reset that helped me return with clearer focus, fresh energy, and renewed creativity."

"On better mental health, I think a lot was going on with me and I needed to restart, restructure and rebrand myself. I only knew I needed to be there after I was there. Since I came back, my life has been different."

"Gave me the opportunity to rethink what was on my plate, roles and responsibilities and how to do them better."

"Provided an opportunity for introspection. After the sessions, there was time to reflect on the conversations we had and ask deeper questions of myself and others. I found myself thinking through things and there was increased self-awareness."

"I gained more confidence in my professional abilities and greater clarity on my career direction and goals."



Figure 7: Image taken of workshop participants chatting around a campfire

4.5 Outcomes for Facilitators

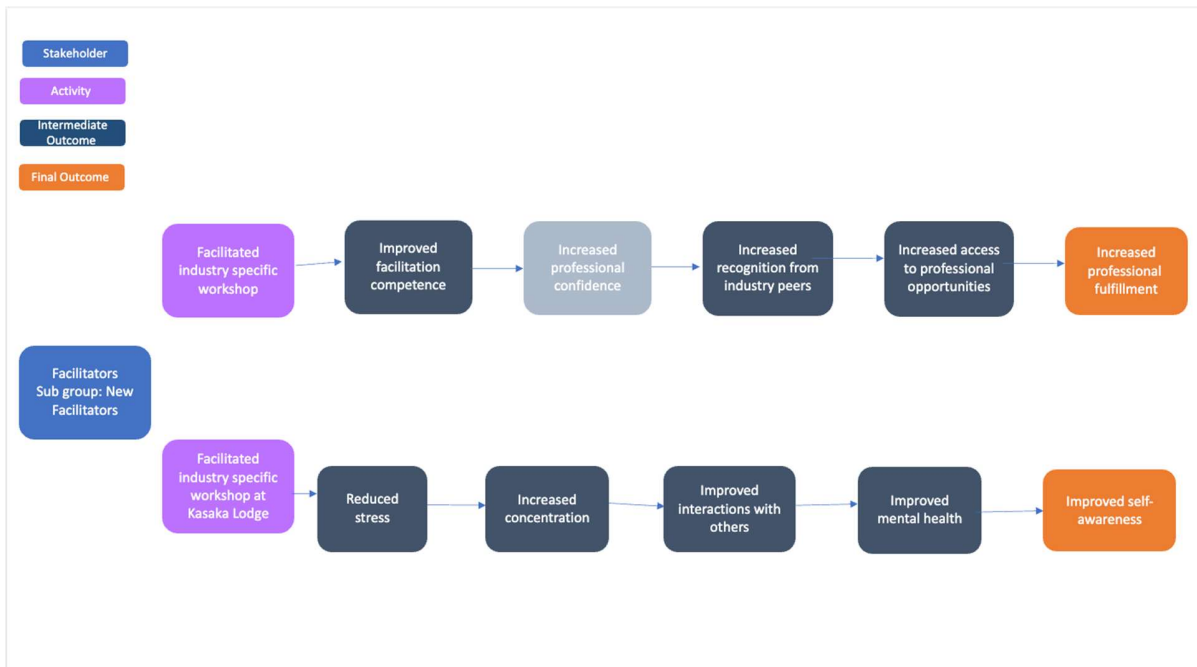
4.5.1 Theory of Change

Facilitators enter the programme with prior expertise in their fields but with varying degrees of formal facilitation experience. Delivering a workshop in a women-only, small-group, full-autonomy immersive residential context differs materially from typical facilitation environments. The intensive peer feedback, the reflective setting, and the heightened awareness of gender-specific professional challenges combine to generate professional fulfilment, through recognition, competence development, and new opportunities, and self-awareness, through reflection on teaching approaches and professional values in an unusually supportive environment.

Figure 8: Theory of Change: Workshop Facilitators (Main Stakeholder group)



Figure 9: Theory of Change: Workshop Facilitators (New Facilitators Subgroup only)



4.5.2 Outcome Review Table

Table 12: Facilitator Outcome Review Table

Outcome Considered	Included?	Rationale
Increased professional fulfilment	Yes	Identified consistently across all 5 survey respondents. 60% reported significant confidence increase; 60% reported at least one new professional opportunity attributable to Kasaka involvement.
Improved self-awareness	Yes	Weighted probability calculation yielded 50% incidence for self-awareness/growth area identification. Lower than participants but consistent with the distinct reflective mechanism available to facilitators in this setting.
Increased professional self-confidence (new facilitators subgroup)	Merged with professional fulfilment	Initially identified as a distinct outcome for the 0–2 year experience subgroup. On review, the causal pathway and proxy construction were sufficiently similar to professional fulfilment to justify merging. Treating them separately would have involved material double-counting.

4.5.3 Subgroups

A second dimension of potential segmentation was gender. The facilitation team included both male and female facilitators, and gender may have shaped the workshop experience in at least two ways. First, female facilitators working with a women-only participant cohort may have experienced a higher degree of relational ease and peer identification, given shared gender identity and lived experience. Participant testimony and facilitator reflection both suggest that female facilitators were sometimes perceived as more immediately accessible as role models, which may have influenced both the quality of the facilitation relationship and facilitators' own sense of professional affirmation.

Second, and consistent with the household structure dimension noted in the participant analysis, female facilitators with caregiving responsibilities faced an analogous logistical and emotional burden in preparing for residential delivery days. Making childcare arrangements, managing domestic responsibilities in advance, and tolerating the ambient concern of being away are experiences that do not disappear with professional seniority. This did not produce material negative outcomes for the facilitator group, but it forms part of an honest account of what programme delivery involves for female facilitators in particular, and distinguishes their experience in a meaningful way from that of their male counterparts.

Gender was ultimately not used as a primary segmentation variable in the value map, given that the core outcomes were consistent across both groups. However, it is retained here as a noted dimension of variation that a future iteration of the programme could usefully explore further,

particularly if facilitator wellbeing and sustainability of the facilitation team become explicit programme objectives.

Table 13: Facilitator Stakeholder Subgroups

Subgroup	Experience	Number	Outcomes
Subgroup 1 – Newer Facilitators	0-2 years	3 (Outcomes driven primarily by foundational skill-building, credibility establishment, and confidence gains from a lower baseline.)	Increased professional fulfillment; increased self-awareness;
Subgroup 2 - Experienced Facilitators	2+ years	4 (Outcomes driven primarily by peer validation, participant feedback, and refinement of existing expertise rather than foundational development.)	

Note: Both facilitator subgroups experienced the same two core outcomes. The decision not to segment them separately in the value map is based on three considerations: both subgroups share the same outcome chains; both assigned equivalent importance weights to those outcomes during the weighting exercise; and with only three newer facilitators in the sample, separate incidence rates would carry insufficient statistical reliability. Subgroup differences in the character and intensity of change are documented in Section 4.5.3.

The decision not to segment newer and experienced facilitators as separate groups in the value map was based on three considerations. First, both subgroups experienced the same two core outcomes, making separate outcome chains unnecessary. Second, both subgroups assigned equivalent importance weights to those outcomes during the weighting exercise, meaning the anchoring methodology would have produced identical proxy values regardless of segmentation. Third, with only three newer facilitators in the sample, a separate incidence rate for that subgroup would carry too much uncertainty to be analytically meaningful. The subgroup distinction is therefore documented here to explain variation in the character and intensity of change experienced, but a single facilitator group is retained in the model.

The question of unintended negative outcomes was also raised explicitly with facilitators. No facilitator reported a negative outcome attributable to their involvement, and none of the facilitation-specific risks identified in the literature, including facilitator burnout, boundary issues in women-only settings, or reputational concerns, were raised as experienced concerns by any respondent. The small group size and the programme's one-to-three workshop engagement frequency per facilitator are consistent with research on facilitation workloads suggesting that these risk factors typically emerge with sustained, high-frequency engagement rather than episodic workshop delivery (Schleider and Weisz, 2017).

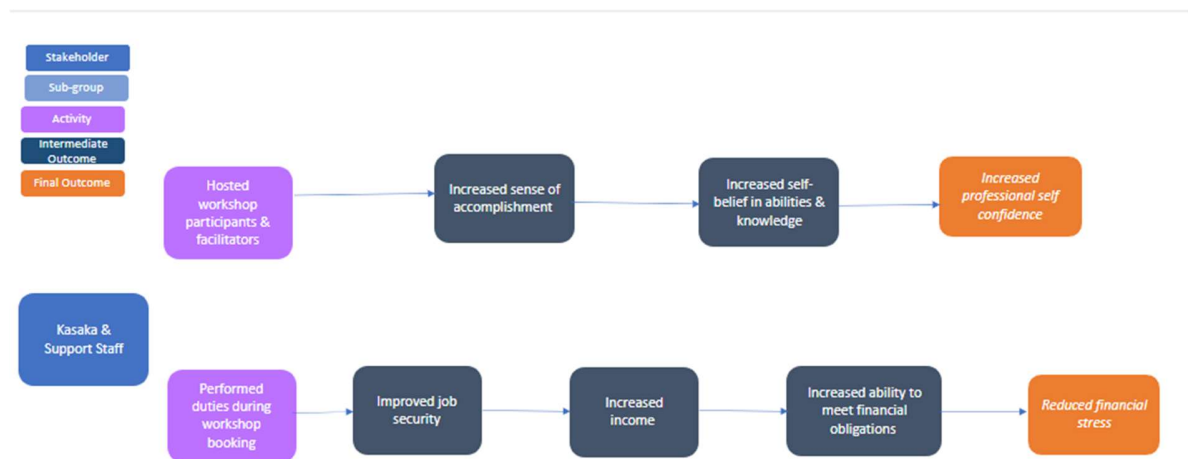
4.6 Outcomes for Kasaka Staff

4.6.1 Theory of Change

Kasaka River Lodge staff (Kasaka Staff) experienced non-routine professional demands when the workshops, the first ever hosted at the property, required them to operate beyond their standard self-catering hospitality model. The workshops exposed staff to new operational requirements, brought positive recognition from participants, and provided guaranteed supplemental income through tips and scheduled shifts in a context of seasonal, unpredictable tourism employment.

A query was raised during a preliminary outcomes review regarding whether lodge staff should be treated as an input rather than a distinct stakeholder group, given their role as part of the venue provision. The practitioner determined that inclusion remains appropriate on the basis that the outcomes documented in the study arose specifically from the non-routine nature of the workshops rather than from standard employment conditions and would not have occurred in the programme's absence. In a context of limited local economic opportunity, these changes are material and warrant inclusion in the analysis.

Figure 10: Kasaka Staff Theory of Change



Several dimensions of segmentation were considered within the Kasaka Staff group. During preliminary stakeholder mapping, the women support staff engaged to assist with the workshops were initially grouped within this category, on the basis that they were similarly engaged by the lodge to provide services during the programme period. However, subgroup exploration quickly revealed that their experiences diverged from those of the male lodge staff in ways that were both material and structurally distinct. The women support staff shared the gender identity and, in many cases, the lived domestic circumstances of the participants themselves; their relationship to the workshop environment, to the supplemental income outcome, and to the question of caregiving responsibilities was qualitatively different from that of their male colleagues. On this basis, the practitioner determined that treating them as a subgroup within Kasaka Staff would obscure rather than illuminate the outcomes relevant to their experience, and they were subsequently designated as a separate stakeholder group with their own

theory of change and outcome analysis. The segmentation exercise therefore served a direct analytical function, shaping the structure of the value map rather than remaining a descriptive footnote.

With the women support staff appropriately separated, the remaining Kasaka Staff group was all male, with seven of the eight members married with dependent children and one single staff member carrying active financial responsibility for his family of origin, including payment of a sibling's school fees. The most analytically significant segmentation dimension within this group is therefore household and financial structure. Both subgroups experienced the supplemental income outcome, but the meaning and materiality of that outcome differed. For the married staff, additional income from tips and scheduled shifts represented a buffer against the instability of seasonal tourism employment and contributed to household security. For the single staff member, it represented a direct input into an existing family support obligation. The outcome is the same in form but different in weight and causal context, and this distinction is noted without altering the value assigned.

A second dimension is the degree of direct participant-facing exposure during the workshops. Staff whose roles brought them into regular contact with participants, including those serving meals and managing accommodation, received immediate positive recognition and verbal affirmation in ways that staff in peripheral or grounds-based roles did not. The professional confidence and sense of recognition outcomes were therefore more pronounced for this subgroup, reflecting a difference in exposure rather than a difference in capacity or motivation.

A third potential dimension is seniority and tenure. Staff with longer service records at the lodge entered the non-routine workshop demands from a foundation of established competence and familiarity with the property, which likely buffered any anxiety associated with operating beyond the standard self-catering model. Newer or less experienced staff may have experienced the operational stretch more acutely, though this did not manifest as a documented negative outcome.

On the question of unintended or negative outcomes, the staff group warrants specific and honest consideration. The all-male composition of the remaining team, working in service of a women-only residential programme, introduced a dynamic that was probed during stakeholder engagement. No staff member reported discomfort with the programme's gender composition, and participant testimony did not surface concerns about staff conduct or interaction. The workshops appear to have created a sufficiently structured and professionally bounded environment that this dynamic did not generate friction in either direction.

The extension of working hours and the demands of operating outside the standard model did introduce additional occupational pressure, and this was acknowledged by staff. However, given that the additional shifts were scheduled and compensated, and that staff participated voluntarily in the tip-receiving and recognition dimensions of the experience, this pressure was consistently characterised as a welcome and manageable feature of the opportunity rather than an unintended cost. In a context of seasonal and unpredictable employment, the certainty of supplemental income appears to have functioned as a sufficient offset to the demands of non-routine service delivery.

No negative outcomes of material significance were identified for any subgroup within the Kasaka Staff group through direct engagement or indirect testimony.

4.6.2 Outcome Review Table

Table 14: Kasaka Staff Outcome Review Table

Outcome Considered	Included?	Rationale
Increased professional self-confidence	Yes	91.7% of interviewed staff confirmed significant confidence increase. Non-routine exposure to workshop participants' demands and recognition confirmed as causal mechanism distinct from routine hospitality work.
Reduced financial stress	Yes	100% of staff confirmed income increased by at least 30% during workshop periods. The predictability of workshop bookings in a seasonally volatile employment context was identified as materially reducing financial anxiety.

4.7 Outcomes for Women Support Staff

4.7.1 Theory of Change

The two women support staff from Mugurameno village were initially identified as part of the broader Staff group. It was only through the engagement and analysis process that it became clear they represented a distinct and analytically significant causal pathway that warranted separate treatment. Their socioeconomic circumstances, baseline conditions, and the nature of the change they experienced were sufficiently different from those of the permanent lodge staff to make a combined analysis misleading. Neither woman had formal employment, hospitality training, or continental cooking skills before their involvement. Without the programme, their primary income options were irregular odd jobs or reliance on family members. Workshop involvement provided skills development through practical application, independent income, and the psychological and practical foundation for autonomous decision-making that access to personal earnings enables. Separating this group in the analysis was not a predetermined design decision but an honest reflection of what the evidence showed.

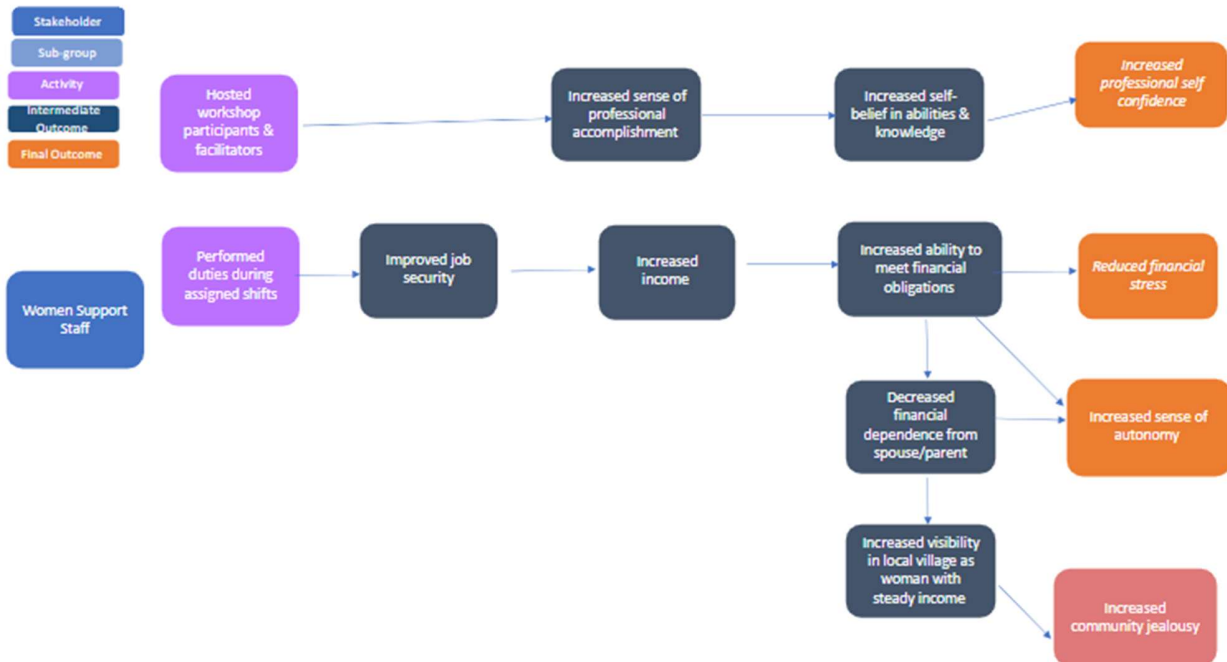
Within this group, notable differences between the two women were identified and considered. One had dependent children, shaping the meaning and urgency of independent income in ways consistent with the caregiving responsibility dimension observed among participants. The other had no children but drew on a wider family of origin support network, which provided a degree of financial cushioning that her colleague did not have to the same extent. A second meaningful difference was social capital and baseline confidence. One woman's brother served as the lodge manager, which gave her an existing foothold of familiarity with the property and, through his professional contacts in Lusaka, greater visibility to wider economic opportunities. She had also previously volunteered with the Foundation on a separate programme, meaning she entered the workshop engagement with an established sense of institutional belonging and a more outwardly confident disposition. Her colleague, by contrast, was navigating a less familiar environment and arrived with a narrower existing network.

Despite these differences, the decision was made not to segment the group further. With only two individuals, any attempt at formal subgroup analysis would lack the evidential foundation to support meaningful claims and would risk overstating the precision of the findings. The differences between the two women are documented here in the interests of transparency and to provide honest context for how outcomes may have been experienced with different intensity or through different causal routes, but they do not alter the core outcome findings, which were shared across both women.

Figure 11: Image of Women Support Staff



Figure 12: Women Support Staff Theory of Change



4.7.2 Outcome Review Table

Table 15: Women Support Staff Outcome Review Table

Outcome Considered	Included?	Rationale
Increased professional self-confidence	Yes	100% incidence (both women). Skills development clearly documented; neither had prior hospitality training. Low deadweight (15%) reflects extremely limited alternative pathways.
Reduced financial stress	Yes	100% incidence. Programme represents essentially the sole pathway through which these women generate regular independent income. 10% deadweight reflects minimal alternative income-generating capacity.
Increased sense of autonomy	Yes	100% incidence. Both women demonstrated specific examples of autonomous decision-making enabled by independent earnings (Nelita: independent household purchases; Caroline: chicken-rearing business initiative).
Increased community jealousy	Disclosed, but not included	Participants reported that increased income access generated jealousy within their communities rather than the anticipated community respect. This was an unexpected finding that emerged across further consultations and is documented here in the interest of transparency. While the outcome is real, the affected stakeholders did not consider it material to their overall experience of the programme, and it could not be monetised under SROI methodology. No value has therefore been assigned.

Note on Community Jealousy Finding

The limited change in community respect and the presence of community jealousy is a notable programme finding that should inform TTF's community engagement strategy. Women earning independently in a context where such opportunities are rare may face social frictions that limit their full enjoyment of the empowerment gains the programme generates. While this does not diminish the individual-level outcomes documented, it warrants attention in programme design and community relations work.

4.8 Negative and Unintended Outcomes

The identification of negative and unintended outcomes was a deliberate design requirement of the engagement process and not a supplementary consideration. Every stakeholder engagement instrument used in this evaluation, covering participants, facilitators, lodge staff, and women support staff, included dedicated questions asking respondents to identify any negative effects or unwanted changes they had experienced as a result of the programme. The relevant questions, reproduced in Appendix E, include: 'Have there been any negative changes in your life that you associate with your participation?' and 'Are there any effects, positive or negative, on people around you that you have noticed?' These were not the final questions in the instruments but were embedded mid-way through the engagement process, once rapport had been established, to maximise the likelihood of honest disclosure. This probing is the reason the community jealousy finding was identified. It did not emerge spontaneously but in response to direct questioning during the women support staff engagement. Its inclusion in this report, even though it

could not be monetised, is evidence that the process offered a genuine and effective space for negative findings to surface.

For the three participant subgroups, no negative outcomes were identified through this process. No participant reported harm, deterioration in professional circumstances, interpersonal conflict attributable to workshop attendance, or any other negative consequence. This finding is consistent with the broader evidence base on short-duration, voluntary, residential professional development programmes for women. Research reviewed by UN Women (2021) on women's capacity-building interventions across sub-Saharan Africa found that programmes with a duration of four days or fewer, delivered in a safe and supportive environment to participants who self-select into attendance, are not typically associated with negative individual outcomes. The 3ie impact evaluation of women's entrepreneurship development in Kenya (2023) similarly found that psychosocial and professional development outcomes from short-term interventions were largely positive or neutral at the individual level, with negative effects concentrated in longer-duration programmes involving income reallocation or displacement from existing social roles.

The KWW format, which involves no income reallocation, no displacement from employment, and a residential period of three to four days, does not exhibit the structural features associated with negative outcome risk. For indirect stakeholders, particularly families, friends and employers, the absence of direct engagement means that negative effects in those groups cannot be confirmed or ruled out through this evaluation. Participants did not describe conflict, tension, or adverse responses from family members as a result of workshop attendance; the most commonly cited household change was a positive shift in mood and engagement. However, this study cannot verify those accounts through independent family engagement, and the possibility of indirect negative effects should be assessed in any future longitudinal evaluation.

4.9 Outcomes Review

Stakeholders were involved in reviewing and verifying this report's findings at four distinct stages: (1) Theory of Change validation: draft outcome chains and chains of events were shared with all stakeholder groups after the qualitative engagement phase; feedback was incorporated before the chains were finalised, and the validated chains are documented in Appendix J. (2) Outcome incidence review: following the quantitative evidencing phase, a summary of outcome incidence results was shared with all four participant cohort WhatsApp groups; seven participants responded with supplementary reflections, all consistent with the documented outcomes, and no adjustments were required. (3) Valuation summary review: the SROI ratio and breakdown of value by stakeholder group were shared with the TTF Director and a representative of the Kasaka Lodge staff group prior to submission; both confirmed the findings were fairly consistent with their understanding of programme outcomes and any objections were addressed and shared again for verification. (4) Pre-report assurance outcomes check: the indicator framework was independently reviewed by an SVI assessor before the full analysis was finalised, and revisions were made in response to that feedback. Full details of stages 1, 3, and 4 are documented below.

Prior to finalising the outcomes presented in this report, the practitioner utilised the Pre-Report Assurance Outcomes Check offered by Social Value International. This service provides an independent review of the proposed outcome framework before the full SROI analysis is completed, giving

practitioners the opportunity to identify and address any gaps or weaknesses in the outcomes, indicators, and discounting assumptions before they are built into the value map.

The feedback received from the SVI assessor informed a number of revisions and refinements to the initially submitted outcome framework. The assessor's notes from the Pre-Report Outcomes Review are included in Appendix I.

The Theory of Change developed for each stakeholder group was also validated with stakeholders during the engagement process before being finalised. Draft outcome chains were shared with stakeholders for feedback, ensuring that the causal pathways documented in this report reflect the changes stakeholders themselves described rather than the practitioner's interpretation alone. A table of the validated chains of events is included in Appendix J.

This report is being submitted for formal external assurance through Social Value International. The SVI Report Assurance Standard has been applied throughout the drafting process to ensure the analysis meets the requirements for each of the seven principles. The evidencing, valuation, and discounting methodology applied in Section 5 was developed with this standard in mind and has been reviewed against each criterion prior to submission.

In addition to the pre-report outcomes check and the theory of change validation process, stakeholders were involved in reviewing the emerging findings at two further stages. First, following the completion of the quantitative evidencing phase, the practitioner shared a summary of the outcome incidence results with the workshop WhatsApp groups for each cohort, inviting any participant who felt their experience had been inaccurately captured or who wished to add further context to reach out directly. Three participants responded with supplementary reflections, all of which were consistent with the documented outcomes and did not require adjustment to the analysis. Second, the valuation summary, including the SROI ratio and the breakdown of value by stakeholder group, was shared with the TTF Director and with a representative of the Kasaka Lodge staff group prior to submission. No substantive objections were raised, and both reviewers confirmed that the findings were consistent with their own understanding of what the programme had generated. The full report will be shared with all participating stakeholder groups through their respective WhatsApp communities and at the next alumni engagement event, ensuring that the people who made this analysis possible are among the first to see its conclusions.

5. Evidencing and Valuing Outcomes

5.1 Evidencing Outcomes, Indicators by Stakeholder Group

The following tables document the specific indicators used to measure each outcome, the survey or interview source, the quantitative result from the indicator framework, and the incidence rate applied. Where multiple indicators were used for a single outcome, the primary indicator (used to derive the incidence rate applied in the value map) is listed first.

For each outcome, the incidence rate reflects the proportion of the stakeholder group who met the threshold for that outcome. For workshop participants and facilitators, scale-based indicators were scored on a range of -2 to +2, where -2 represented a significant negative change and +2 represented a significant positive change. For nearly all scaled indicators, the threshold applied was +2, the highest possible score, as this was the level the practitioner deemed to represent a meaningful and significant outcome warranting inclusion in the analysis. This was a deliberate and intentionally stringent standard. Respondents who selected 0 (no change) or +1 (some positive change) did not meet this threshold and are therefore not captured in the incidence rates, even though their experience was not negative.

The practitioner applied a deliberately stringent threshold: for scale-based indicators scored on a -2 to +2 range, only respondents scoring +2 (the maximum positive change) were counted toward the incidence rate. This means respondents who scored +1 (some positive change) or 0 (no change) were not captured in the incidence figures, even though their experience was not negative. For each outcome, the full distribution of responses was reviewed to understand what was happening across the complete stakeholder population. The key findings were as follows.

For participants, no respondent across any of the three outcomes reported a negative score (-1 or -2) on any scale-based indicator. The below-threshold population for each outcome was made up entirely of respondents who reported no change (0) or mild positive change (+1). Respondents who reported no change were a small minority: for Improved Self-Awareness, for example, 88% of respondents met the threshold, meaning approximately 12% did not. Of that 12%, none reported a decline; they reported either no perceptible change or a positive shift that did not reach the maximum intensity. This is consistent with the programme's voluntary, subsidised design: participants who attended were motivated to engage, and the structural conditions for a negative experience, coercive participation, inadequate support, or unsafe environment, were absent.

The programme would not have a neutral or negative effect on participants through the mechanisms it operates; rather, some participants benefited more profoundly than others. For facilitators, the same pattern applied. No facilitator reported a negative score on any indicator. The below-threshold facilitators reported either neutral or moderately positive responses, and the incidence rate of 50% for self-awareness reflects the fact that two of five respondents did not reach the maximum change threshold, not that any facilitator experienced harm. For lodge staff and women support staff, response rates were 92% and 100% respectively for confidence-related indicators, and 100% for income-related indicators across both groups.

Where an individual did not meet the threshold, the recorded response was neutral rather than negative. On the basis of this evidence, the practitioner is satisfied that the population not captured in the incidence rates experienced either no change or a positive shift that did not reach the stringent threshold applied, and that no stakeholder group experienced harm as a result of the programme. The distribution charts at

Figures 13 to 17 visually confirm this pattern for the participant and facilitator groups. The risk of significantly different experiences within each stakeholder group was identified and considered. For workshop participants, the subgroup analysis documented in Section 4.4.3 identifies variation in the depth and character of outcomes across age and career stage, with younger participants at earlier career stages typically reporting more pronounced changes in self-efficacy and opportunity access, and more senior participants describing outcomes more in terms of values alignment and reflective renewal.

While these differences in depth are acknowledged, the incidence-based approach used here mitigates the risk of averaging masking harm: each respondent's score was assessed individually against the threshold rather than averaged across the group, meaning that a high score from one respondent could not inflate the result for another. For facilitators, the newer and more experienced subgroups described meaningfully different starting points and drivers of change, as documented in Section 4.5.3, but both experienced the same core outcomes. For Kasaka staff and women support staff, population sizes were small enough that individual responses could be reviewed directly rather than treated as aggregate figures, reducing the risk that divergent experiences within the group went undetected.

The charts below illustrate the distribution of responses across the scale for some outcomes, visually confirming the absence of any negative scores reported by participants and facilitators.

Figure 13: Chart summarising participant respondents to an indicator question related to Increased Career Fulfillment outcome

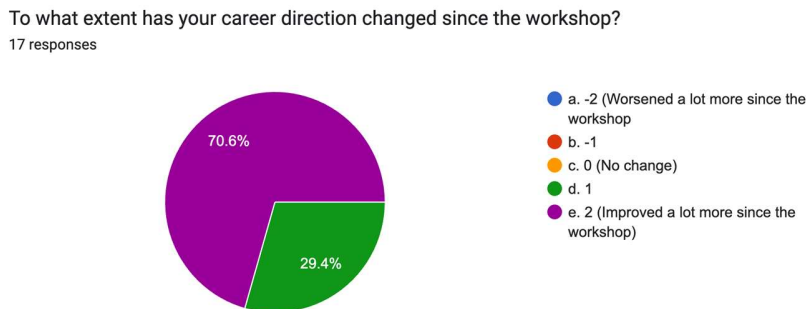


Figure 14: Chart summarising participant respondents to an indicator question related to Increased Self-efficacy outcome



Figure 15: Chart summarising participant respondents to an indicator question related to Improved Self-Awareness outcome



Figure 16: Chart summarising facilitator respondents to an indicator question related to Increased Professional Fulfillment outcome

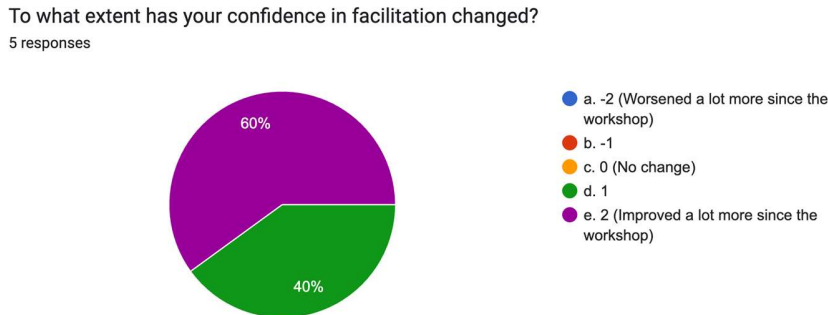
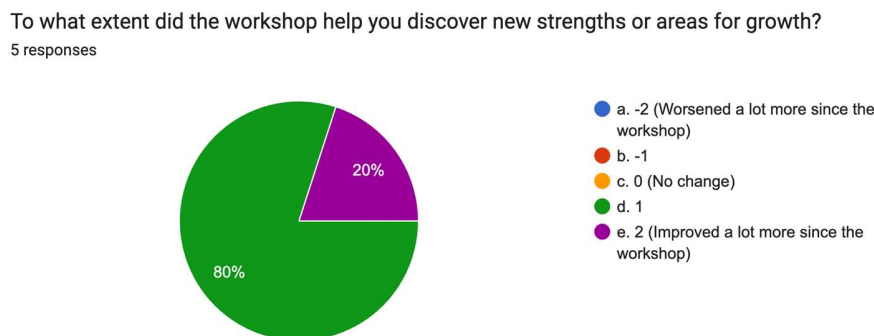


Figure 17: Chart summarising facilitator respondents to an indicator question related to Improved Self-Awareness outcome



Data limitations applicable to this section: The incidence rates below are derived from self-report survey and interview data, and four limitations should be noted. First, the participant survey was administered nine to twelve months after workshop attendance, which introduces the possibility of retrospective recall bias; reported scores reflect participants' reconstructed memory of their baseline condition rather than a contemporaneously measured starting point. Second, the participant sample of 17 (35.4% of the population of 48) limits the precision of incidence rates when applied to the full population, and subgroup-level rates cannot be derived with statistical reliability at this sample size. Third, lodge staff responses were mediated through a team manager acting as interpreter, which may have introduced translation imprecision or social desirability effects given the hierarchical relationship between interpreter and respondents. Fourth, for the two women support staff, the sample represents 100% of the group but does not permit any inference about variation within it. These limitations are consistent with those documented in detail in Section 9 and are noted here to contextualise the incidence rates as informed estimates rather than precisely measured quantities.

5.1.1 Participants

Participant outcomes were evidenced through a written survey administered to a sample of 17 participants from the population. The survey was designed around the validated theory of change, with indicators selected to capture meaningful change toward the end of each causal pathway. Where participants had attended a workshop more than once, responses were treated as reflecting cumulative experience.

For each outcome, participants were asked to respond to indicators reflecting what they themselves had identified as evidence of change during the stakeholder engagement process. Indicators included both scaled self-assessment questions (scored on a -2 to +2 scale) and behavioural evidence questions requiring participants to provide a concrete example. Each indicator included a threshold to determine whether the outcome had been achieved, with the incidence rate calculated as the proportion of respondents meeting that threshold. Where multiple indicators were used for a single outcome, the primary indicator is listed first and was used to derive the incidence rate applied in the value map.

Table 16: Indicators and Evidence, Workshop Participants

Outcome	Indicator	Source	N	Outcome Incidence
Increased career fulfilment	Change in career direction clarity (score +2 on, 2 to +2 scale)	Survey	17	67%
	Deliberate career change since attending	Survey	17	
	Secured opportunity traced to workshop	Survey	17	
Increased self-efficacy	Change in confidence to achieve goals (score +2 on, 2 to +2 scale)	Survey	17	75%
	New goals or projects initiated / completed	Survey	17	

Outcome	Indicator	Source	N	Outcome Incidence
	Sustained peer connections >3 months post-workshop	Survey	17	
	Post-workshop event / programme attendance	Survey	17	
Improved self-awareness	Identification of personal strengths or growth areas (score +2)	Survey	17	85%
	Change in clarity about personal values and goals (score +2)	Survey	17	

5.1.2 Facilitators

Facilitator outcomes were evidenced through a written survey administered to facilitators who delivered workshops during the evaluation period. Five of the seven facilitators responded, representing a response rate of 71%. The survey was designed around the validated facilitator theory of change, with indicators selected to capture meaningful change toward the end of each causal pathway.

Facilitators were asked to respond to indicators reflecting what they themselves had identified as evidence of change during the stakeholder engagement process. As with participants, indicators included both scaled self-assessment questions (scored on a -2 to +2 scale) and behavioural evidence questions requiring facilitators to provide a concrete example of change. Each indicator included a threshold to determine whether the outcome had been achieved, with the incidence rate calculated as the proportion of respondents meeting that threshold. Where multiple indicators were used for a single outcome, the primary indicator is listed first and was used to derive the incidence rate applied in the value map.

Table 17: Indicators and Evidence, Facilitators

Outcome	Indicator	Source	N	Outcome Incidence
Increased professional fulfilment	Change in confidence to facilitate (score +2)	Survey	5	60%
	New facilitation opportunity received since workshop	Survey	5	
Improved self-awareness	Identification of professional growth areas (score +2)	Survey	5	50%
	Change in clarity about professional values and goals	Survey	5	

5.1.3 Kasaka Staff

Outcomes for Kasaka staff were evidenced through structured interviews conducted with all available members during the evaluation period. Eight lodge staff members were interviewed, with the team manager serving as representative where necessary to ensure accessibility and comfort for respondents whose primary language is not English.

Interview questions were designed around the validated theory of change for this group, with indicators selected to capture meaningful change toward the end of each causal pathway. Respondents were asked to reflect on what they themselves had identified as evidence of change, combining scaled self-assessment questions (scored on a -2 to +2 scale) with behavioural evidence questions requiring at least one concrete example. Each indicator included a threshold to determine whether the outcome had been achieved, with the incidence rate calculated as the proportion of respondents meeting that threshold. Where multiple indicators were used for a single outcome, the primary indicator is listed first and was used to derive the incidence rate applied in the value map.

Table 18: Indicators and Evidence, Kasaka Lodge Staff

Outcome	Indicator	Source	Outcome Incidence
Staff: Increased Professional confidence	Change in guest-service confidence (score +2)	Interview	92%
Staff: Reduced Financial stress	Income increase $\geq 30\%$ during workshop periods	Interview	100%
	Self-reported ability to meet financial needs improved	Interview	

5.1.4 Women Support Staff

Outcomes for the women support staff were evidenced through structured interviews conducted with all available members during the evaluation period. Two women support staff were interviewed, with the team manager serving as representative where necessary to ensure accessibility and comfort for respondents whose primary language is not English.

Interview questions were designed around the validated theory of change for this group, using the same structured approach as applied to lodge staff: scaled self-assessment questions scored on a -2 to +2 scale, behavioural evidence questions requiring at least one concrete example, and indicator thresholds to determine outcome achievement. Given the small size of this stakeholder group, results should be interpreted with caution and are noted accordingly in the limitations section.

Table 19: Indicators and Evidence, Women Support Staff

Outcome	Indicator	Source	Outcome Incidence
Women: Increased Professional confidence	Increased confidence to serve / cook for guests	Interview	100%
Women: Reduced Financial stress	Access to independent income that reduces reliance on others	Interview	100%
Women: Increased Autonomy	Self-reported change in decision-making confidence	Interview	100%
	At least one example of independent decision cited	Interview	

5.2 Financial Proxies

Financial proxies express the relative importance of outcomes in monetary terms. All proxies use a practitioner-validated market substitution (proxy cost) approach, estimating what it would cost to achieve equivalent outcomes through alternative means.

Proxies were selected by considering:

1. Outcomes and priorities identified by stakeholders during the engagement process
2. Desktop research into Zambian market rates and service costs
3. Primary data collected through stakeholder consultations and outcomes discussions
4. Avoided costs
5. Opportunity costs

To determine the relative importance of outcomes, each stakeholder group participated in an importance weighting exercise in which they were asked to distribute 100 points across their respective outcomes in order of importance, with all points required to sum to 100. This exercise captured the value stakeholders themselves placed on each outcome relative to the others, grounded in their own lived experience rather than practitioner assumptions.

The practitioner identified one anchor proxy per stakeholder group and applied the anchoring method to derive proportional values for all remaining outcomes based on the relative weights expressed by stakeholders. For example, if Outcome A was weighted at half the importance of Outcome B, and Outcome B was monetised at a given value, the value of Outcome A would be set at half that amount. This approach was determined to be the most reliable method for capturing relative value across outcomes and more efficient and accurate than attempting to value each outcome individually.

The formula applied to derive the value of each non-anchor outcome was as follows:

Value of Outcome A = (Anchor Proxy Value / Anchor Weight) x Weight of Outcome A

This formula incorporates both the depth of change experienced and the relative importance stakeholders assigned to each outcome. In principle, the formula also accounts for variation in the amount of change experienced across outcomes by including a ratio of change in Outcome A to change in the anchor outcome. However, because the threshold applied to all scale-based indicators in this analysis was set at the maximum score of +2, the amount of change recorded for every outcome that met the threshold was identical. The change ratio therefore equals 1 in all cases and does not alter the result. The formula as applied reduces to the version above without any loss of accuracy, and the values produced are consistent with those in the value map. The anchoring approach ensures that the relative value of each outcome is grounded in what stakeholders themselves considered important, expressed through the importance weighting exercise, rather than in the practitioner's assumptions about which outcomes matter most.

Following the professional judgement of the practitioner, all proxy values were intentionally selected at the conservative end of the available market benchmarks. Where benchmark ranges existed, lower or mid-point figures were applied rather than upper-range values. This reflects the practitioner's view that a defensible understatement is preferable to an optimistic estimate, particularly in a study where the practitioner also served as programme coordinator. The sensitivity analysis in Section 7 tests a 20% reduction in proxy values and still yields a considerable SROI of 9.80:1.

All financial proxies are expressed in Zambian Kwacha (ZMW) and converted to USD at a rate of ZMW 21 to USD 1.00, reflecting the average exchange rate applicable during the 2024 evaluation period. This historical rate has been applied consistently throughout the analysis and is not intended to reflect the exchange rate at the time of reading. The tables below describe the financial proxy used for each stakeholder group, its rationale, and the data sources.

A note on proxy duration and application: all financial proxies in this analysis are constructed as one-off values. Each proxy represents the estimated market substitution cost of achieving an equivalent outcome once, through alternative means. They are not annual costs and are not multiplied by the benefit period. The benefit period determines how many years into the future the once-achieved outcome is expected to persist, and the drop-off rate determines how the value of that persisting outcome decays in each subsequent year. The calculation structure is therefore: Year 0 value = Quantity x Proxy x (1 - Deadweight) x (1 - Attribution) x (1 - Displacement). For Year 1 onwards, the Year 0 value is carried forward with an annual drop-off applied, and all year values are discounted to present value at 6%. This structure means the proxy is applied once, at Year 0, and the benefit period governs for how many years the discounted residual value continues to accumulate. This approach is consistent with the SVI market substitution methodology and is aligned with how the proxy components were constructed: for example, the career fulfilment proxy includes coaching sessions, conference attendance, and opportunity costs incurred once to achieve an equivalent outcome, not on a recurring annual basis.

Table 20: Financial Proxies, Workshop Participants

Outcome	Proxy Description	Cost Components	Total (ZMW)	Total (USD)
Increased career fulfilment (ANCHOR)	Market substitution: cost of achieving equivalent career clarity, confidence and fulfilment through alternative professional development	6 coaching sessions @ ZMW 1,750 = ZMW 10,500 Networking conference (reg., acc., meals, transport) = ZMW 12,500 70 hrs time @ ZMW 116/hr (national wage data, 90th pctl 35-44 age group) =	34,890	1,661

Outcome	Proxy Description	Cost Components	Total (ZMW)	Total (USD)
		ZMW 8,890 Short courses / certifications = ZMW 3,000		
Increased self-efficacy	Proportional from anchor using importance weight ratio	Participant importance weights: Career fulfilment 34.5 pts; Self-efficacy 31.4 pts Ratio: 31.4 / 34.5 = 0.9093 × ZMW 34,890	31,681	1,509
Improved self-awareness	Proportional from anchor using importance weight ratio	Participant importance weights: Self-awareness 34.7 pts Ratio: 34.7 / 34.5 = 1.0058 × ZMW 34,890	35,069	1,667

Validation: Anchor proxy validated with a Lusaka-based career coach familiar with the programme structure (n=10 participant survey). Benchmark sources: WOZA Conference, AWS Conference, AWIEF Conference (USD 300–600 equivalent registration); career coaching rates (USD 75–500/session). National wage data source: www.paylab.com/zm.

Table 21: Financial Proxies, Facilitators

Outcome	Proxy Description	Cost Components	Total (ZMW)	Total (USD)
Increased professional fulfilment (ANCHOR)	Market substitution: cost of achieving equivalent professional fulfilment through alternative means	Professional conference (reg., acc., meals, transport) = ZMW 12,500 48 hrs opportunity cost @ ZMW 325/hr (gross salary ZMW 28,000) = ZMW 15,600 Value of one additional speaking/facilitation opportunity (conservative) = ZMW 4,000	32,100	1,529
Improved self-awareness	1:1 ratio to anchor (facilitators assigned equal importance weights to both outcomes: 50 pts each)	Ratio: 50/50 = 1.0 × ZMW 32,100	32,100	1,529

Validation: Anchor proxy validated with an experienced Lusaka-based workshop facilitator briefed on KWW structure. Benchmarked against: LAZ Annual Conference, Engineers Institute of Zambia Annual Conference.

Table 22: Financial Proxies, Kasaka Staff

Outcome	Proxy Description	Cost Components	Total (ZMW)	Total (USD)
Increased professional self-confidence (ANCHOR)	Market substitution: cost of achieving equivalent confidence through alternative training	Short-term skills training course (e.g. Bedrock) = ZMW 5,250 Transport & accommodation = ZMW 2,000 80 hrs time @ ZMW 22/hr (gross salary ZMW 3,800) = ZMW 1,760 Incremental annual tip income from improved guest interactions = ZMW 3,000 (ZMW 250/month)	12,010	572
Reduced financial stress	3:1 ratio to anchor; income predictability represents benefit 3× more significant than professional development for seasonal hospitality workers	Ratio: 3 × ZMW 12,010 = ZMW 36,030	36,030	1,716

Validation: Validated with Kasaka River Lodge manager (5+ years tenure; direct operational familiarity with workshop structure). Benchmark: Bedrock training course schedule. Staff average salary derived from national wage data.

Table 23: Financial Proxies, Women Support Staff

Outcome	Proxy Description	Cost Components	Total (ZMW)	Total (USD)
Increased professional self-confidence (ANCHOR)	Market substitution: cost of achieving equivalent confidence for rural women with no hospitality background	Short-term cooking/hospitality training course = ZMW 3,150 Transport & accommodation to training in nearest town or Lusaka = ZMW 2,000 6-month apprenticeship income equivalent (ZITHS consultation) = ZMW 7,200	12,350	588
Reduced financial stress	3:1 ratio to anchor; same rationale as lodge staff but amplified by the near-total absence of alternative income sources for rural women in this context	Ratio: 3 × ZMW 12,350 = ZMW 37,050	37,050	1,764

Outcome	Proxy Description	Cost Components	Total (ZMW)	Total (USD)
Increased sense of autonomy	1:1 ratio to anchor; for women with no prior independent income, financial agency is inseparable from professional competence, women's own responses indicated equivalent importance	Ratio: 1 × ZMW 12,350 = ZMW 12,350	12,350	588

Validation: Validated with Kasaka River Lodge manager (community resident; family connection to one of the two women). Senior Lecturer at Zambia Institute of Tourism and Hospitality Studies (ZITHS) consulted on apprenticeship income.

5.3 Discounting Outcomes

In any social impact analysis, it is important to avoid claiming more change than can reasonably be attributed to the programme being evaluated. Real-world outcomes are rarely the result of a single intervention; they are shaped by a range of factors including participants' prior circumstances, the contributions of other organisations, and changes that would have occurred naturally over time. SROI methodology addresses this through the application of four discounting factors, each of which adjusts the raw outcome value downward to reflect a more conservative and defensible estimate of the change genuinely generated by the programme.

These four factors are:

1. **Deadweight:** the portion of an outcome that would have occurred regardless of the programme's activities. For example, some participants may have experienced career growth or increased confidence through other means even without attending a workshop. Deadweight accounts for this baseline probability.
2. **Attribution:** the share of an outcome reasonably attributable to the contributions of other people, organisations, or factors outside the programme. Where another organisation or individual also played a role in producing an outcome, only the proportion attributable to this programme is counted.
3. **Benefit Period and Drop-off:** the length of time an outcome is expected to persist after the programme ends, and the rate at which its impact diminishes over time. For outcomes lasting more than one year, a drop-off rate is applied to reflect the growing influence of other factors and the fading direct contribution of the programme.

4. **Displacement:** the extent to which positive outcomes for one stakeholder group may create negative consequences for others, effectively offsetting some of the value generated. Where no such displacement is found, this factor is set to zero.

Each factor is addressed in turn for all monetised outcomes in the sections that follow.

5.3.1 Deadweight

Deadweight estimates the proportion of each outcome that would have occurred without the programme. Stakeholders were directly involved in establishing deadweight levels through the same engagement methods used throughout the evaluation. Workshop participants and facilitators were asked through their written online surveys to estimate the likelihood of each outcome occurring independently in the absence of the programme, selecting from a probability scale of 0% (not at all), 33% (somewhat likely), 67% (moderately likely), or 100% (highly likely). Kasaka staff and women support staff were asked the same question during their structured in-person interviews, facilitated through the team manager as interpreter where language constraints applied. The questions used to collect stakeholder input on deadweight are included in Appendices F, G and H. Survey and interview responses formed the starting point for all deadweight figures, which were then triangulated with secondary evidence and practitioner observation to arrive at the final figures documented in Table 24 below.

A note on within-group variation: The deadweight figures in Table 24 are derived from aggregated stakeholder responses and triangulated with secondary evidence. Within each stakeholder group, individual responses varied. For the participant group, deadweight estimates for career fulfilment ranged from 0% to 67% before aggregation, reflecting genuine differences in baseline circumstances such as prior professional network depth, employer support, and access to coaching. Secondary evidence informing this triangulation includes research confirming that networking behaviours, employer support, and socioeconomic factors are independent contributors to career progression for women in professional settings (McKinsey & Company, 2023; Lent and Brown, 2013), and research establishing that structured self-reflection and coached goal-setting are not routinely accessible through standard employment or social networks, supporting lower deadweight for psychosocial outcomes (Bandura, 1997). The weighted probability approach reduces this distribution to a single modelling figure, which necessarily smooths that variation. The figures applied represent a central estimate for the group rather than a uniform individual experience. Some individuals may have experienced outcomes with a lower counterfactual probability; others may have had stronger independent pathways to the same outcomes. This within-group variation is documented in the subgroup analysis at Sections 4.4.3, 4.5.3, and 4.6, and is acknowledged as a limitation of averaging in Section 9.3.

Table 24: Deadweight Summary

Stakeholder	Outcome	Deadweight	Rationale and Evidence
Participants	Increased career fulfilment	33%	Initial estimate: 47% (weighted probability from participant survey, n=17), revised to 33% following triangulation with secondary evidence and practitioner judgement. While secondary

Stakeholder	Outcome	Deadweight	Rationale and Evidence
			evidence confirms that networking behaviours, socioeconomic background, and employer support can independently contribute to career progression, a key consideration is that participants self-selected into the programme because existing drivers were not adequately supporting their development. Women with strong networks, employer backing, or clear career pathways were unlikely to seek structured intervention, meaning the act of applying is itself evidence of a gap those factors were failing to fill. This selection supports a deadweight estimate of 33% that is still fairly conservative.
Participants	Increased self-efficacy	43%	Initial survey estimate: 53%. Revised to 43% by averaging the survey-based probability (53%) with a separate counterfactual for peer connection specifically (33%), reflecting that the central mechanism of self-efficacy formation, structured peer reinforcement, is less likely to arise organically (Bandura, 1997; Lent & Brown, 2013). Assessed by external reviewer during indicator framework review.
Participants	Improved self-awareness	25%	Initial survey estimate: 47%. Substantially revised based on: (1) World Bank evidence that psychosocial self-awareness gains are most strongly associated with deliberate reflective space away from daily roles (World Bank, 2020); (2) Frontiers in Psychology research on natural environment effects on emotional regulation (2024); (3) Practitioner observation that participants described the off-grid Kasaka setting as a transformative reprieve. Only ~25% of participants were assessed as likely to access equivalent reflective space independently through travel, therapy, or other means.
Facilitators	Increased professional fulfilment	55%	Initial survey estimate: 67% (all facilitators had prior experience; 40% rated independent fulfilment growth as highly likely). Revised to 55% to account for the distinct nature of the Kasaka format, women-only, full-autonomy, small-group, immersive, which produces depth of feedback and peer learning not available in typical facilitation contexts.
Facilitators	Improved self-awareness	27%	Weighted probability from survey: 40% of facilitators stated self-awareness would not have developed at all without the programme; 0% rated it as highly likely to occur independently. Probability calculation: $0\% \times 40\% + 33\% \times 40\% + 67\% \times 20\% + 100\% \times 0\% = 26.6\%$, rounded to 27%.

Stakeholder	Outcome	Deadweight	Rationale and Evidence
			Notably consistent with participant self-awareness deadweight (25%).
Kasaka Staff	Increased professional self-confidence	50%	Lodge manager assessed 'moderately likely' (67%) to 'somewhat likely' (33%) range; the middle point 50% was applied. The workshops were non-routine, the first ever hosted at Kasaka, exposing staff to demands beyond standard self-catering hospitality. Independent confidence development through routine work would be slower and less intense.
Kasaka Staff	Reduced financial stress	33%	Lodge manager assessed 'somewhat likely' (33%) for alternative income. Regular permanent staff might find alternative guest bookings during workshop periods (supporting 33% deadweight), though the lodge's recent period of closure and reopening means bookings were not guaranteed.
Women Support Staff	Increased professional self-confidence	15%	Both women had no prior hospitality training or employment. The TTF has a Community Women programme in the area that could theoretically have reached them, but opportunities through this programme are limited. 15% accounts for only the small probability of any equivalent skill-building occurring through such programmes or informal community channels.
Women Support Staff	Reduced financial stress	10%	Neither woman has regular employment or independent income. Remote possibility of sporadic odd jobs or family cash transfers accounts for 10%. The programme represents essentially the sole pathway through which these women access regular independent income.
Women Support Staff	Increased sense of autonomy	10%	Autonomy requires financial resources not available through other means. 10% acknowledges only the remote possibility of small amounts of autonomy arising from sporadic earnings or family discretion.

5.3.2 Attribution

Attribution captures the proportion of remaining change (after deadweight) attributable to parties other than the programme. Stakeholders were directly involved in establishing attribution levels through the same engagement methods used throughout the evaluation. Workshop participants and facilitators were asked through their written online surveys to identify any other people, organisations, or circumstances outside of the Kasaka Women's Workshops that they believed had contributed to the changes they experienced, and to estimate what proportion of the change those external factors accounted for. Kasaka staff and women support staff were asked equivalent questions during their structured in-person interviews, facilitated through the team manager as interpreter where language constraints applied. The questions used to collect stakeholder input on attribution are included in Appendices F, G and H.

Initial attribution estimates were subsequently reviewed and revised following the identification of double-counting concerns by an SVI accredited mentor. The review found that a portion of initial stakeholder responses had attributed influence to the workshops themselves or to factors already captured in the deadweight figures, rather than to genuinely external contributors. The revised figures used here, drawn from the Attribution Revised sheet of the indicator framework, reflect only non-routine external actors or opportunities not part of the programme and not absorbed into deadweight. The final attribution figures were arrived at by triangulating the revised stakeholder responses with practitioner observation and secondary evidence to ensure the figures reported are as accurate and defensible as possible.

Attribution figures in this report are presented with their full decimal precision as produced by the indicator framework. Where these figures feed into the valuation model, Excel's standard rounding function rounds values to the nearest whole percentage point, and it is the rounded figures that are applied in the valuation calculations.

A note on within-group variation: Attribution responses also varied across individual stakeholders within each group. For the participant group, initial survey estimates ranged from 0% to 75% before post-review revision. The final figures reflect a central estimate for the group following the removal of responses that incorrectly referenced programme mechanisms rather than external contributors. Participants with richer professional ecosystems, more active mentors, or stronger employer-provided development support may have experienced a higher share of external attribution; those with fewer external supports experienced outcomes more exclusively through the programme. This variation cannot be separately modelled without stratified primary data by subgroup, and is acknowledged as a constraint of the methodology. The sensitivity analysis in Section 7 tests the effect of a further +5 percentage point increase across all attribution rates, providing a reasonable outer bound for this uncertainty.

Table 25: Attribution Summary

Stakeholder	Outcome	Attribution	Rationale
Participants	Increased career fulfilment	7.5%	Non-routine external opportunities (new job openings, collaborations, speaking engagements) and external mentors introduced after the workshop but external to programme delivery. These represent mid-range attribution band (5–10%: at least one clear discrete concurrent contributor). Initial survey-based estimate was 54.4%; revised substantially after removing 65% of responses that incorrectly referenced the workshops or deadweight factors.
Participants	Increased self-efficacy	3.5%	Only rare, non-routine external affirmations from authority figures outside participants' usual environments. Peer support within cohorts is a programme mechanism, not an external contributor. Low attribution reflects the programme's central causal role in this outcome (2–5% band: possible/weak independent contributor).
Participants	Improved self-awareness	1.5%	External reflective inputs, therapy, counselling, or coaching from practitioners not previously part of participants' support systems, were identified as

Stakeholder	Outcome	Attribution	Rationale
			possible but rare. Cost barriers and sociocultural attitudes toward professional mental health services limit access. Nominal attribution only.
Facilitators	Increased professional fulfilment	7.5%	New external invitations and collaborations arising after workshop involvement but external to delivery. Three of five facilitators explicitly identified such external contributors; two incorrectly cited the workshop itself (removed). Mid-range attribution band.
Facilitators	Improved self-awareness	3.5%	External coaching or mentorship from individuals not previously in facilitators' professional ecosystems. Limited in number and secondary to workshop-provided reflective opportunities.
Kasaka Staff	Increased professional self-confidence	3.5%	Non-routine external guests or partners who provided developmental feedback or recognition beyond typical service encounters. Distinct from routine Bedrock training and standard guest interactions (absorbed into deadweight).
Kasaka Staff	Reduced financial stress	0%	No discrete, non-routine external financial contributor identified. Alternative lodge bookings and existing employment are deadweight, not attribution. Zero attribution applied.
Women Support Staff	All outcomes	0%	No non-routine external actor contributing to any outcome identified. Family support and TTF Community Women programme are absorbed into deadweight. Zero attribution applied across all three outcomes.

5.3.3 Displacement

Displacement assesses whether an outcome displaces the same outcome elsewhere. Displacement was set to zero across all outcomes. The programme serves a population that would not otherwise access equivalent professional development, community empowerment, or income support in the same form or at the same cost. No evidence was found that the programme's positive outcomes displace equivalent gains elsewhere in the Zambian economy or for other populations.

5.3.4 Benefit Period and Drop-off

Drop-off reflects the rate at which an outcome is expected to diminish over time following the end of the programme. Stakeholders were involved in informing both the duration and drop-off assumptions applied in this analysis. Through the same survey and interview instruments used throughout the evaluation, stakeholders were asked how long they expected the changes they had experienced to last, selecting from a range of options spanning less than one year through to five or more years. Workshop participants and facilitators provided this input through their written online surveys, while Kasaka Lodge staff and women support staff were asked equivalent questions during their structured in-person

interviews. These responses formed the primary basis for the benefit period and drop-off assumptions applied to each outcome, and were subsequently triangulated with secondary evidence and practitioner observation to arrive at the final figures presented in the table below. The questions used to collect stakeholder input on duration and drop-off are included in Appendices F, G and H.

Table 26: Benefit Period and Drop-off summary

Stakeholder	Outcome	Duration (Yrs)	Drop-off	Rationale and Evidence
Participants	Increased career fulfilment, Increased self-efficacy, Improved self-awareness	5	8% per yr	Five-year benefit period supported by World Bank longitudinal study (Campos et al., 2024) finding significant impacts persisting after seven years in entrepreneurship training in Togo. Survey participants expressed expectations of indefinite impact. 8% drop-off reflects the self-reinforcing nature of these outcomes (increased confidence may drive actions that further validate the outcome) while acknowledging natural attrition. Ongoing WhatsApp community and year-end events provide natural reinforcement.
Facilitators	Increased professional fulfilment, Improved self-awareness	3	8% per yr	Three-year period represents the conservative mid-point of facilitators' own survey responses (ranging from '1 year' to 'lifetime'). Research on short-duration experiential interventions (Schleider & Weisz, 2017) indicates effects tend to wane without ongoing reinforcement. 8% drop-off is low because attribution to the programme specifically is modest, most facilitators had significant prior facilitation experience and identified multiple contributing factors.
Kasaka Staff	Increased professional self-confidence	3	8% per yr	Lodge manager reported confidence 'can easily carry them in the next three to five years as long as 'they keep practising.' Three years is a conservative adoption of this estimate. Research on post-training self-efficacy in hospitality (Zhao & Namasivayam, 2009) supports durability of confidence when practitioners continue practising learned skills.
Kasaka Staff	Reduced financial stress	1	0%	This outcome is income-event-driven, not a sustained psychological shift. Each workshop provides approximately 2 weeks of financial stress relief (8 workshops × 2 weeks = 16 weeks per year). The benefit does not compound over time, staff return to baseline between bookings. Zero drop-off because the event-tied nature means

Stakeholder	Outcome	Duration (Yrs)	Drop-off	Rationale and Evidence
				there is nothing to erode between workshop periods.
Women Support Staff	Increased professional self-confidence	3	8% per yr	Same rationale as lodge staff, with the additional consideration that the women are building skills in an area with limited alternative application opportunities. Duration 3 years reflects continued workshop engagement providing ongoing reinforcement.
Women Support Staff	Reduced financial stress	1	0%	Same rationale as lodge staff: income-event-driven. One year reflects annual workshop cycle.
Women Support Staff	Increased sense of autonomy	2	13% per yr	Two-year benefit period reflects evidence that autonomy represents a sustained psychological shift beyond individual income events (3ie Impact Evaluation, Kenya). Higher drop-off rate of 13% reflects vulnerability of economic agency to external factors: changes in workshop frequency, family dynamics, or loss of income access could reduce women's financial control and independent decision-making capacity.

5.4 Double Counting

Given that multiple stakeholder groups, participants, facilitators, and staff, report outcomes that may appear similar (such as improved self-awareness or professional confidence), there is a theoretical risk of double counting. In this analysis, the outcomes are context-specific and arise from separate causal pathways: participants' self-awareness stems from the reflective programme environment and peer learning; facilitators' self-awareness from the act of delivering to a diverse, intimate adult cohort in an unusual setting; lodge staff confidence from non-routine operational demands. Each outcome is independently evidenced through separate data collection instruments and assigned to a specific stakeholder group. The income-related outcomes for staff and women support staff are in no way duplicative of the psychosocial outcomes for participants. Monetary proxy values are allocated to the stakeholder group experiencing each outcome and are not aggregated across groups.

6. Value Created by the Kasaka Women's Workshops

6.1 Overall SROI Calculation

The SROI ratio is calculated as: Total Present Value of Outcomes ÷ Total Investment. A 6% discount rate was applied to all future benefit streams, consistent with Social Value International guidance for development-context analyses.

The inputs to the SROI calculation are drawn directly from the indicator framework appended to this report. Appendix K provides the full outcome incidence data by stakeholder group; Appendix L documents the deadweight derivations and secondary evidence triangulation; Appendix M presents the attribution inputs and post-review revisions; and Appendix N sets out the financial proxy construction for each outcome. Each numerical input to the formulas below can be verified by reference to the relevant appendix. As an illustrative example: the quantity of 41 participants used for Improved Self-Awareness is derived by applying the incidence rate of 85% (from Appendix K) to the full population of 48, producing 40.8 rounded to 41. The deadweight of 25% applied to the same outcome corresponds to the final figure in Appendix L following secondary evidence triangulation. The proxy value of USD 1,670 corresponds to the anchoring calculation in Appendix N. Where rounding has been applied to quantities, the direction and magnitude are noted in Appendix K.

The Year 0 impact value for each outcome is calculated as follows:

$$\text{Yo Impact} = \text{Quantity} \times \text{Proxy Value} \times (1 - \text{Deadweight}) \times (1 - \text{Attribution}) \times (1 - \text{Displacement})$$

Where Quantity represents the number of stakeholders experiencing the outcome, derived by applying the incidence rate to the total stakeholder population for that group. Proxy Value is the financial proxy assigned to the outcome, derived using the anchoring methodology described in Section 5.2. Deadweight, Attribution, and Displacement are the discounting factors documented in Section 5.3, expressed as decimals. For outcomes with a benefit period exceeding one year, the Year 0 value is carried forward with an annual drop-off rate applied to each subsequent year, and all year values are then discounted to present value at 6%. The sum of all discounted year values across all outcomes produces the Total Present Value figure used in the SROI ratio calculation.

Table 27A: SROI Calculation Summary

Financial Summary	USD
Total Investment (all stakeholder inputs)	39,606
Total Present Value of Outcomes (discounted at 6%)	475,693
Net Present Value (Total PV minus Total Investment)	436,087
SROI Ratio (Social return per USD 1.00 invested)	12.01:1

The SROI model determined that **for every \$1 USD invested in the Kasaka Women's Workshops, \$12.01 USD of social value was created.**

Table 27B: Social Value Calculations

Stakeholder Group	Outcome	Indicators & Measurement	Social Value Calculation
Workshop Participants (n=48, extrapolated from survey n=17)			
	Increased Career Fulfilment	<p>Change in career direction clarity (primary) No. scoring +2 on -2 to +2 scale. Survey (n=17). Incidence: 67%</p> <p>Deliberate career change since attending No. giving ≥1 concrete example. Supplementary.</p> <p>Opportunity secured via workshop No. reporting ≥1 job, contract or partnership. Supplementary.</p>	<p>Formula: Qty × Proxy × (1-DW) × (1-Disp) × (1-Att) = Yo Impact</p> <p>$32 \times \\$1,661.43 \times (1-33\%) \times (1-0\%) \times (1-7.5\%)$ = \$32,949 [Year 0 Impact]</p> <p>Discounting factors applied: Deadweight: 33% Displacement: 0% Attribution: 7.5% Drop-off: 8% per year Duration: 5 years Discount rate: 6%</p> <p>Total Present Value (5-yr, 6% discount): \$126,607</p>
	Increased Self-Efficacy	<p>Change in confidence to achieve goals (primary) No. scoring +2 on -2 to +2 scale. Survey (n=17). Incidence: 75%</p> <p>New goals or projects initiated / completed No. giving ≥1 concrete example. Supplementary.</p> <p>Sustained peer connections >3 months post-workshop No. confirming ongoing contact. Supplementary.</p> <p>Post-workshop programme / event attendance No. attending ≥1 relevant event. Supplementary.</p>	<p>Formula: Qty × Proxy × (1-DW) × (1-Disp) × (1-Att) = Yo Impact</p> <p>$36 \times \\$1,508.61 \times (1-43\%) \times (1-0\%) \times (1-3.5\%)$ = \$29,873 [Year 0 Impact]</p> <p>Discounting factors applied: Deadweight: 43% Displacement: 0% Attribution: 3.5% Drop-off: 8% per year Duration: 5 years Discount rate: 6%</p> <p>Total Present Value (5-yr, 6% discount): \$114,787</p>
	Improved Self-Awareness	<p>Identification of personal strengths / growth areas (primary) No. scoring +2 on -2 to +2 scale. Survey (n=17). Incidence: 85%</p> <p>Change in clarity about personal values and goals</p>	<p>Formula: Qty × Proxy × (1-DW) × (1-Disp) × (1-Att) = Yo Impact</p> <p>$41 \times \\$1,669.95 \times (1-25\%) \times (1-0\%) \times (1-1.5\%)$ = \$50,581 [Year 0 Impact]</p> <p>Discounting factors applied: Deadweight: 25%</p>

		No. scoring +2. Used in averaged incidence calculation. Survey (n=17).	<p>Displacement: 0%</p> <p>Attribution: 1.5%</p> <p>Drop-off: 8% per year</p> <p>Duration: 5 years Discount rate: 6%</p> <p>Total Present Value (5-yr, 6% discount): \$194,355</p>
Facilitators (n=7, survey n=5)			
	Increased Professional Fulfilment	<p>Change in confidence to facilitate / deliver workshops (primary) No. scoring +2 on -2 to +2 scale. Survey (n=5). Incidence: 60%</p> <p>New facilitation opportunity received since workshop No. reporting ≥1 attributable opportunity. Supplementary.</p>	<p>Formula: Qty × Proxy × (1-DW) × (1-Disp) × (1-Att) = Yo Impact</p> <p>$4 \times \\$1,528.57 \times (1-55\%) \times (1-0\%) \times (1-7.5\%) = \\$2,545$ [Year 0 Impact]</p> <p>Discounting factors applied: Deadweight: 55% Displacement: 0% Attribution: 7.5% Drop-off: 8% per year Duration: 3 years Discount rate: 6%</p> <p>Total Present Value (3-yr, 6% discount): \$6,671</p>
	Improved Self-Awareness	<p>Identification of professional growth areas (primary) No. scoring +2 on -2 to +2 scale. Survey (n=5). Incidence: 50%</p> <p>Change in clarity about professional values and goals No. giving ≥1 concrete example. Used in averaged incidence. Supplementary.</p>	<p>Formula: Qty × Proxy × (1-DW) × (1-Disp) × (1-Att) = Yo Impact</p> <p>$4 \times \\$1,528.57 \times (1-27\%) \times (1-0\%) \times (1-3.5\%) = \\$4,307$ [Year 0 Impact]</p> <p>Discounting factors applied: Deadweight: 27% Displacement: 0% Attribution: 3.5% Drop-off: 8% per year Duration: 3 years Discount rate: 6%</p> <p>Total Present Value (3-yr, 6% discount): \$11,290</p>
Kasaka Lodge Staff (n=8, interview n=12 via team manager)			
	Increased Professional Self-Confidence	<p>Change in guest-service confidence (primary) No. scoring +2 on -2 to +2 scale. Interview (n=12). Incidence: 92%</p>	<p>Formula: Qty × Proxy × (1-DW) × (1-Disp) × (1-Att) = Yo Impact</p> <p>$7 \times \\$571.90 \times (1-50\%) \times (1-0\%) \times (1-3.5\%) = \\$1,932$ [Year 0 Impact]</p> <p>Discounting factors applied:</p>

			<p>Deadweight: 50%</p> <p>Displacement: 0%</p> <p>Attribution: 3.5%</p> <p>Drop-off: 8% per year</p> <p>Duration: 3 years Discount rate: 6%</p> <p>Total Present Value (3-yr, 6% discount): \$5,063</p>
	Reduced Financial Stress	<p>Income increase ≥30% during workshop periods (primary) <i>No. confirming threshold met. Interview (n=12). Incidence: 100%</i></p> <p>Self-reported improvement in ability to meet financial needs <i>No. giving ≥1 concrete example. Supplementary.</i></p>	<p>Formula: Qty × Proxy × (1-DW) × (1-Disp) × (1-Att) = Yo Impact</p> <p>$8 \times \\$1,715.71 \times (1-33\%) \times (1-0\%) \times (1-0\%)$ = \$9,196 [Year 0 Impact]</p> <p>Discounting factors applied: Deadweight: 33% Displacement: 0% Attribution: 0% Drop-off: 0% per year Duration: 1 year Discount rate: 6%</p> <p>Total Present Value (1-yr, 6% discount): \$9,196</p>
Women Support Staff (n=2, interview n=2)			
	Increased Professional Self-Confidence	<p>Increased confidence to serve / cook for guests (primary) <i>No. answering yes. Interview (n=2). Incidence: 100%</i></p>	<p>Formula: Qty × Proxy × (1-DW) × (1-Disp) × (1-Att) = Yo Impact</p> <p>$2 \times \\$588.10 \times (1-15\%) \times (1-0\%) \times (1-0\%)$ = \$1,000 [Year 0 Impact]</p> <p>Discounting factors applied: Deadweight: 15% Displacement: 0% Attribution: 0% Drop-off: 8% per year Duration: 3 years Discount rate: 6%</p> <p>Total Present Value (3-yr, 6% discount): \$2,621</p>
	Reduced Financial Stress	<p>Access to independent income that reduces reliance on others (primary) <i>No. confirming access to independent income. Interview (n=2). Incidence: 100%</i></p>	<p>Formula: Qty × Proxy × (1-DW) × (1-Disp) × (1-Att) = Yo Impact</p> <p>$2 \times \\$1,764.29 \times (1-10\%) \times (1-0\%) \times (1-0\%)$ = \$3,176 [Year 0 Impact]</p> <p>Discounting factors applied: Deadweight: 10%</p>

			Displacement: 0% Attribution: 0% Drop-off: 0% per year Duration: 1 year Discount rate: 6% Total Present Value (1-yr, 6% discount): \$3,176
	Increased Sense of Autonomy	Self-reported change in decision-making confidence (primary) <i>No. answering yes. Interview (n=2). Incidence: 100%</i> At least one independent decision example cited <i>No. providing ≥1 example. Corroborating indicator.</i>	Formula: Qty × Proxy × (1-DW) × (1-Disp) × (1-Att) = Yo Impact $2 \times \$588.10 \times (1-10\%) \times (1-0\%) \times (1-0\%) = \$1,059$ [Year 0 Impact] Discounting factors applied: Deadweight: 10% Displacement: 0% Attribution: 0% Drop-off: 13% per year Duration: 2 years Discount rate: 6% Total Present Value (2-yr, 6% discount): \$1,927
TOTAL PRESENT VALUE (all outcomes, 6% discount rate)			USD 475,693

6.2 Present Value by Year

Table 28: Present Value by Year

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Undiscounted outcome total (USD)	136,618	114,253	104,265	88,306	81,241	0	
Present Value at 6% discount (USD)	136,618	107,786	92,796	74,143	64,351	0	
Total PV							475,693

6.3 Value by Stakeholder Group

The table below shows the contribution of each stakeholder group to total present value and the per-capita return. The participant group dominates total value, reflecting both the larger population and the five-year duration of their psychosocial outcomes. The women support staff generate the second highest value per individual at USD 3,862, reflecting the transformational nature of change for a population with extremely limited baseline access to professional development and independent income.

Table 29: Value Created by Stakeholder Group

Stakeholder Group	Outcomes	Size	Yo Impact (USD)	Total PV (USD)	Per Capita PV (USD)
Workshop Participants	Career fulfilment, self-efficacy, self-awareness	48	113,403	435,749	9,078
Facilitators	Prof. fulfilment, self-awareness	7	6,852	17,961	2,566
Kasaka Lodge Staff	Prof. confidence, financial stress	8	11,128	14,259	1,782
Women Support Staff	Prof. confidence, financial stress, autonomy	2	5,234	7,724	3,862
TOTAL		~65	136,618	475,693	—

The two charts below illustrate how social value is distributed across the four stakeholder groups and the relative return generated per individual within each group. Together, they highlight both the scale and the depth of the program's impact.

In absolute terms, workshop participants account for \$435,749 of the total \$475,693 in present value, representing 91.6% of all value created. This concentration is expected and appropriate: the participant cohort is the largest group at 48 individuals, and their outcomes; spanning psychosocial wellbeing, economic agency, and social capital, were modelled over a five-year duration, reflecting the sustained nature of these changes. The remaining 8.4% of value is distributed across facilitators (\$17,961 / 3.8%), Kasaka Lodge staff (\$14,259 / 3.0%), and women support staff (\$7,724 / 1.6%).

Figure 18: Chart summarizing value created by Stakeholder Group

Total SROI Value Distribution by Stakeholder Group - \$475,693

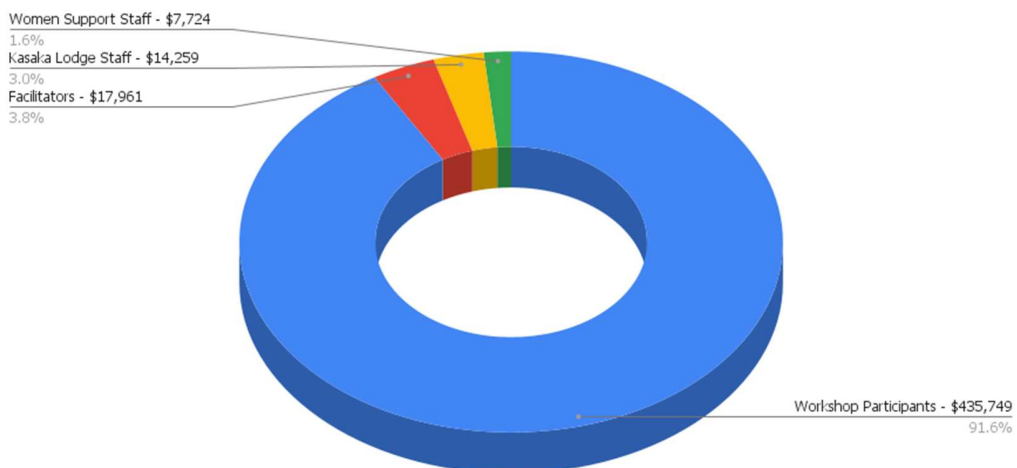
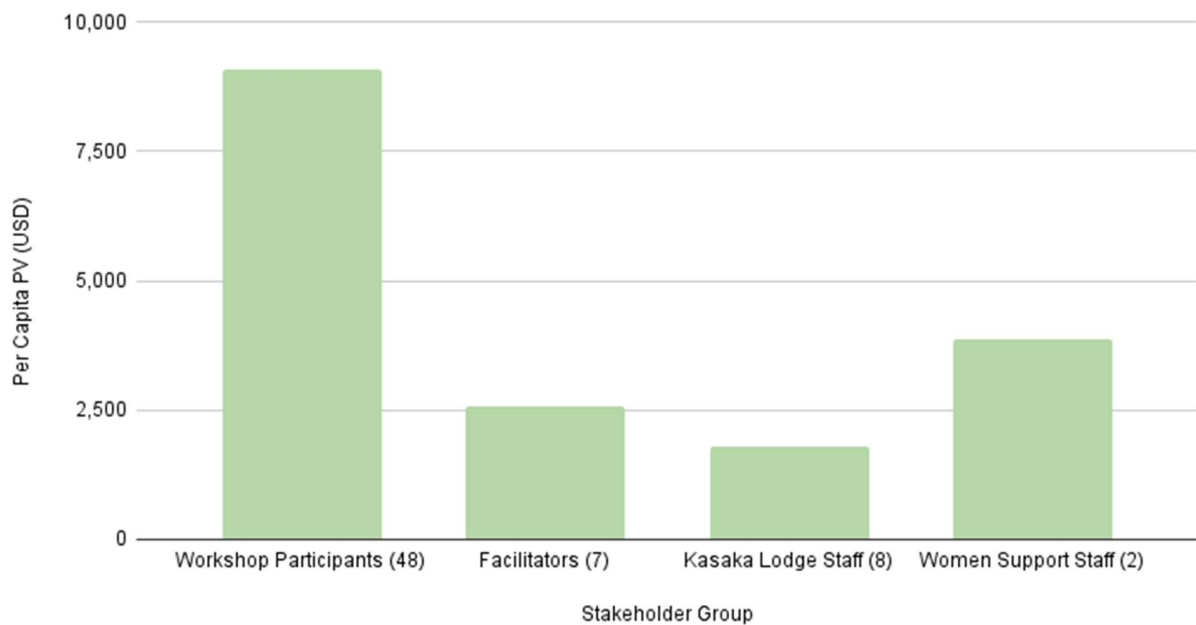


Figure 19: Chart displaying value generated per capita

Per Capita Present Value per Individual Stakeholder (USD)



The high per-capita value for women support staff is particularly notable given their small cohort size of two individuals. For the program coordinator, this finding represented one of the more unexpected insights to emerge from the analysis. What was originally conceived as a once-off workshop engagement had, over the course of the program, become a somewhat reliable source of income for these women -- an outcome that was not explicitly designed for and only became apparent through the stakeholder outcome reporting process. This prompted a deeper reflection on the extent to which constrained access to formal employment and independent income shapes the baseline conditions of women in rural contexts, a dimension that had not been actively centred in the program's original design. These limited baseline conditions mean that even modest documented changes translate into substantial proportional value when assessed against appropriate proxies. This speaks to a core principle of SROI methodology: value is not only a function of scale, but of depth of change relative to the counterfactual.

Taken together, these findings reinforce the program's theory of change. The Kasaka Women's Workshops generated concentrated, high-magnitude value for direct participants while also creating meaningful ripple effects for the staff and facilitators whose own professional trajectories were shaped by program involvement. The emergent nature of the women support staff outcomes serves as a useful reminder that programs operating in rural, resource-constrained contexts can generate significant social value through pathways that fall outside the original scope of design.

6.4 Abbreviated Impact Map

Table 30: Abbreviated Impact Map

Stakeholder	Outcome	Qty	Proxy \$	DW%	ATT%	DO%	Yrs	Yo Impact USD
Participants	Career fulfilment	32	1,661	33%	7.5%	8%	5	32,949
	Self-efficacy	36	1,509	43%	3.5%	8%	5	29,873
	Self-awareness	41	1,670	25%	1.5%	8%	5	50,581
Facilitators	Prof. fulfilment	4	1,529	55%	7.5%	8%	3	2,545
	Self-awareness	4	1,529	27%	3.5%	8%	3	4,307
Kasaka Staff	Prof. confidence	7	572	50%	3.5%	8%	3	1,932
	Financial stress	8	1,716	33%	0%	8%	1	9,196
Women Staff	Prof. confidence	2	588	15%	0%	8%	3	1,000
	Financial stress	2	1,764	10%	0%	0%	1	3,176
	Autonomy	2	588	10%	0%	15%	2	1,059
TOTAL Yo IMPACT								136,618
TOTAL PRESENT VALUE (6% discount)								475,693

Refer to Appendix A for the full Value Map

7. Sensitivity Analysis

The SROI model incorporates professional judgements and assumptions. The final reported SROI of USD 12.01 for every USD 1.00 invested could be over- or understated depending on whether those assumptions are correct. The practitioner felt reasonably confident in the proxy values, the revised deadweight and attribution figures, and the displacement assumption. The following variables were tested where there is reasonable scope for variability and where professional judgement was most required:

- Deadweight for participant outcomes (the most significant downward revisions from initial survey estimates)
- Participant proxy values (the primary driver of total present value)
- Outcome duration for participant outcomes (the five-year assumption has not yet been empirically tested)
- Attribution across all outcomes
- Drop-off rate for psychosocial outcomes

Altering these variables revealed an **SROI range of approximately USD 8.5 to USD 16.41** as detailed in the table below. In all tested scenarios, the ratio remains materially positive and well above 1:1, providing reasonable confidence in the overall finding.

Table 31: Sensitivity Analysis Summary

Variable Tested	Rationale for Testing	Base Case	New Case	New SROI
Deadweight for Increased career fulfilment	Deadweight was selected for sensitivity testing given the inherent subjectivity in estimating what would have occurred in the programme's absence. The base case of 33% reflects a downward revision from the initial survey-derived estimate of 47%, informed by the self-selection logic that participants applied precisely because existing career drivers were insufficient. The alternative case of 47% reinstates the original survey-derived estimate, and examines the extent to which the overall SROI ratio is affected if a larger share of outcomes is attributed to pre-existing factors.	33%	47%	11.34
Deadweight for Improved Self awareness	Deadweight for the Improved Self-Awareness outcome was selected for sensitivity testing given the difficulty in isolating programme contribution for an intrinsic, developmental outcome. The base case of 25% reflects a significant	25%	47%	10.57

Variable Tested	Rationale for Testing	Base Case	New Case	New SROI
	downward revision from the initial survey-derived estimate of 47%, on the basis that structured self-reflection activities, facilitated peer dialogue, and coached goal-setting are not experiences participants would readily access through everyday employment or social networks. The alternative case of 47% reinstates the original survey-derived estimate, and examines the extent to which the overall SROI ratio is affected if a larger share of self-awareness gains is attributed to personal development that would have occurred independently of the programme..			
Participant proxy values (-20%)	Participant proxies contribute approximately 92% of total present value. A 20% reduction represents a significant stress test, equivalent to valuing equivalent coaching, networking, and time at 80% of current Zambian market benchmarks.	Career: USD 1,661 Self-eff.: USD 1,509 Self-awr.: USD 1,670	Career: USD 1,329 Self-eff.: USD 1,207 Self-awr.: USD 1,336	9.8
Participant proxy values (+20%)	Participant proxies contribute approximately 92% of total present value, making this the single most influential variable in the analysis. A 20% increase represents a plausible upper bound, equivalent to valuing equivalent coaching, networking, and time at 120% of current Zambian market benchmarks, on the basis that women facing intersecting barriers to career development may derive proportionally greater value from these outcomes than the broader populations from which the proxies are drawn. This scenario tests the extent to which the SROI ratio responds when the financial value of outcomes is adjusted upward to reflect the intensity of need within this specific participant group.	Career: USD 1,661 Self-eff.: USD 1,509 Self-awr.: USD 1,670	Career: USD 1,994 Self-eff.: USD 1,810 Self-awr.: USD 2,004	16.41
Outcome duration reduced from 5 years to 3 years (participants)	The five-year benefit period for participant outcomes has not yet been empirically verified through longitudinal follow-up. Testing a three-year duration, the lower bound of evidence from the facilitator and	5 years	3 years for all participant outcomes	8.5

Variable Tested	Rationale for Testing	Base Case	New Case	New SROI
	staff outcomes, provides a conservative alternative scenario.			
Attribution increased by +5pp across all outcomes	Several attribution figures were revised during assessor review. Testing a further +5pp increase across all outcomes reflects ongoing uncertainty about the true scale of external contributions, particularly for participant career fulfilment where initial survey-based attribution was 54%.	Career: 7.5% Self-eff.: 3.5% Self-awr.: 1.5% Facilitators: 7.5%/3.5% Staff: 3.5%/0%	All rates +5pp	11.38
Drop-off rate increased from 8% to 15% (all psychosocial outcomes)	The 8% drop-off rate reflects a qualitative assessment of outcome durability. A higher rate of 15% would apply if outcomes erode faster than anticipated, for example, if participants disengage from peer networks, change employment significantly, or face circumstances limiting their ability to apply what they gained.	8% annual drop-off for all psychosocial outcomes	15% annual drop-off	11.01
Drop-off rate decreased to 0% from 8% (all psychosocial outcomes)	Drop-off rate was selected for sensitivity testing given the uncertainty around the duration and retention of outcomes following programme completion. The base case of 8% annually reflects a conservative assumption that a proportion of participants will experience some erosion of outcomes over time. The alternative case of 0% tests the scenario in which outcomes are fully retained across the duration of the analysis, on the basis that the primary outcomes of the Kasaka Women's Workshops -- including improved self-awareness and career fulfillment -- are intrinsic and behavioural in nature. Once embedded, such changes are not contingent on continued access to a service or external relationship, and are therefore less susceptible to erosion than outcomes dependent on ongoing resource provision. For participants who have integrated new behaviours, expanded their networks, or progressed into more stable employment, the case for full retention is plausible. This scenario examines the extent to which the overall SROI ratio increases if	8%	0%	13.85

Variable Tested	Rationale for Testing	Base Case	New Case	New SROI
	outcomes persist without diminution across the full period of impact.			
Discount rate	The discount rate was selected for sensitivity testing given the absence of a single standard social discount rate for the Zambian context and the methodological judgement involved in its selection. The base case of 6% aligns with World Bank guidance linking social discount rates to long-term per capita growth prospects, with 6% cited as a reasonable central estimate for many developing country contexts. However, this guidance draws on growth data from the 1990s and early 2000s, which does not fully reflect the economic volatility Zambia has experienced since, including currency pressures and external shocks. This uncertainty justifies testing a more conservative rate. The alternative case of 12% applies the upper limit used by authors taking a descriptive approach for developing countries, as referenced in the same World Bank document, and examines the extent to which the overall SROI ratio is affected under a significantly higher cost of capital assumption.	6%	12%	11.01

The analysis is most sensitive to participant proxy values and outcome duration, both of which relate to the magnitude and persistence of the programme's primary beneficiary group's outcomes. Even under the most conservative individual scenarios, the SROI remains above USD8.5. No tested scenario produces a ratio below 1:1.

The least sensitive variable is attribution. This reflects that attribution rates are already modest across most outcomes (3.5%–7.5% for the revised figures), meaning that even significant changes to attribution have limited impact on the overall ratio.

8. Impact on the SROI Practitioner and Programme Coordinator

The Kasaka Women's Workshops generated value beyond the stakeholder groups formally included in this analysis. As programme coordinator and evaluator, the practitioner also experienced meaningful change as a direct result of this work.

The programme provided employment during a period of professional transition following relocation from Canada to Zambia, and with it, repeated access to a setting of exceptional natural beauty that few are fortunate enough to experience. More significantly, it created the conditions for building a personal and professional network at a time when such connections were most needed. Some women encountered through the workshops, participants, facilitators, and staff alike, have become friends and colleagues whose relationships extend well beyond the programme itself.

Reflecting honestly, the practitioner experienced outcomes closely parallel to those documented for the participant stakeholder group. The decision to return to formal education and pursue a Master's degree is a concrete behavioural change consistent with increased career fulfillment and self-efficacy. The near-singlehanded execution of programme activities across multiple workshops, and the consistent positive feedback received from stakeholders, produced a genuine shift in confidence and a deepened belief in one's own capacity to build and deliver something of lasting value.

The warmth and commitment of the Kasaka lodge staff and women support staff made this work a privilege. This programme was, in every sense, a formative professional experience and one the practitioner is grateful to have had the opportunity to build, deliver, and evaluate.

9. Limitations

9.1 Evaluator Dual Role

The most significant structural limitation of this study is the practitioner's concurrent role as programme coordinator and SROI evaluator. Despite the application of structured methodological processes, secondary evidence triangulation, internal mentorship, external assessor review, and the revised attribution figures incorporated in response to that review, the risk of motivated biased reasoning, particularly in proxy development, deadweight estimation, and outcome selection, cannot be fully eliminated.

However, the dual role also conferred analytical advantages that an external evaluator would not have had. Three years of direct programme coordination provided the evaluator with granular knowledge of implementation realities, stakeholder relationships, and programme evolution that informed more contextually grounded outcome identification and theory of change construction. Sustained proximity to participants enabled richer interpretation of qualitative data, particularly in distinguishing outcomes that were genuinely attributable to the programme from those reflecting broader life circumstances. These insights strengthened the depth and specificity of the analysis in ways that periodic external engagement could not have replicated.

The dual role should therefore be read as both a source of risk and a source of analytical richness. Readers are encouraged to hold both dimensions in view, and to apply the sensitivity analysis scenarios as a complement to the headline SROI ratio when using these findings for strategic decision-making.

9.2 Positive Responder Bias

The Kasaka Women's Workshops are heavily subsidised and hosted at an attractive, distinctive residential location. Participants, facilitators, and staff may have assessed the programme more favourably than a neutral assessment would suggest, whether consciously or unconsciously. This risk is structural and difficult to test or mitigate within this study's design. The absence of a control group or independent outcome verification means the extent of positive responder bias cannot be quantified. Future evaluations should invest in structured negative outcome probing and consider independent facilitation of at least a subset of focus groups.

9.3 Sample Sizes and Representativeness

The participant survey sample of 17 represents 35.4% of the 48-participant population. While respondents were broadly diverse across workshop cohort, age group, and employment type, the sample does not support stratified sub-analysis by demographic category. The facilitator survey sample of 5 represents 71.4% of the 7-facilitator population, which is adequate. Lodge staff interviews were conducted through the team manager as interpreter due to language constraints, introducing both accuracy limitations (the manager may not have perfectly represented colleagues' expressed views) and potential self-censorship in the presence of a hierarchical superior. Direct interviews with each staff member through an independent interpreter would have been preferable.

9.4 Attribution and Deadweight Boundary Uncertainty

The boundary between deadweight and attribution in SROI methodology is conceptually clear but sometimes difficult to put into practice, particularly for psychosocial outcomes with multiple contributing factors. Future evaluations should invest in clearer operational definitions at the design stage.

9.5 Proxy Limitations

All proxies in this analysis are market substitution (cost-based) approaches. This method estimates what stakeholders would have paid to achieve equivalent outcomes through alternative means, it does not measure the intrinsic or transformational value of outcomes to stakeholders' lives. Proxies were developed through consultation with a small number of practitioners (one career coach, one workshop facilitator, one lodge manager, one ZITHS lecturer) rather than through systematic market surveys, introducing idiosyncratic risk in the proxy values. The use of participant importance weightings to derive proportional proxies for non-anchor outcomes is methodologically sound but propagates any calibration error in the anchor proxy through all derived values.

9.6 Excluded Community-Level Outcomes

The exclusion of enhanced community respect for women support staff, replaced by a finding of community jealousy, is substantively important. Community jealousy as a response to women's income access represents a potential negative externality of the programme that SROI methodology cannot easily accommodate but that programme designers should take seriously. It suggests that the programme's individual-level empowerment gains may generate community-level social friction in the short term, warranting deliberate community engagement in programme design.

9.7 Single-Year Evaluation

This analysis evaluates a single programme year. Outcomes may vary across cohorts, years, and programme iterations. The 2024 programme benefited from an experienced coordinator and an established facilitator network developed during the 2023 pilot; future years may operate under different conditions. A longitudinal evaluation design, tracking participants from the 2024 cohorts through 2026 or 2027, would enable the five-year duration assumption to be tested empirically and would substantially strengthen confidence in the findings.

10. Recommendations

10.1 For the Programme Implementer (Time + Tide Foundation), Partners & Future Evaluators

The recommendations in this section are categorised as Strategic, Operational, or Tactical to assist TTF and its partners in prioritising and sequencing the actions proposed. Strategic recommendations are concerned with fundamental programme positioning, design decisions, and long-term investment logic. Operational recommendations address programme delivery systems, data infrastructure, and stakeholder management processes. Tactical recommendations are specific, near-term actions that can be implemented within the current programme cycle without structural change. In each case, the recommendation is explicitly linked to the high-value outcome(s) it is designed to protect or improve, and the mechanism by which the recommended action preserves or generates social value is stated. High-value outcomes in this context are defined as those outcomes that individually account for the largest shares of total present value, specifically the three participant outcomes (representing 91.6% of total PV) and the women support staff autonomy outcome (representing the highest per-capita return at USD 3,862 per individual).

Table 32: Recommendations

Category	Recommendation	Linked Outcome(s)	How it Preserves or Improves Value
STRATEGIC	Protect and formalise the residential Kasaka format as a non-negotiable design feature in all future programme planning, partnership agreements, and funding proposals. Any deviation should be treated as a separate variant and evaluated independently.	Participants: Improved Self-Awareness; Increased Self-Efficacy; Increased Career Fulfilment	The residential, off-grid, nature-immersive setting is causally central to all three high-incidence participant outcomes. Altering this format risks the collapse of the primary value driver, which accounts for 91.6% of total present value.
	Commission a multi-year funding proposal built on the 12.01:1 SROI evidence base, positioning continued investment as highly efficient social spending for funders and commissioners.	All participant outcomes	Sustained multi-year funding secures programme continuity, which is itself a prerequisite for the benefit period assumptions (5 years for participant outcomes) to hold. Without programme continuity, ongoing reinforcement via the alumni network and WhatsApp community is also at risk.
	Pilot mixed-gender satellite events in urban centres as a complement to the women-only residential format, creating structured space for	Participants: Increased Career Fulfilment; Increased Self-Efficacy	The residential format is deliberately women-only and causally central to outcomes; this recommendation does not alter it. Smaller mixed events require

	<p>gender dialogue without altering the lodge programme. Building on the Lusaka Animation workshop, these smaller events could include facilitated sessions on gender-specific professional challenges and invite male peers or colleagues to participate in solution-focused discussion.</p>		<p>no lodge space and could address the social norms and workplace environment barriers that moderate how durable participant outcomes are once women return to their professional contexts. The Lusaka precedent demonstrates the format is already within operational reach.</p>
	<p>Connect the women support staff cohort to the Time + Tide Foundation's Community Women programme, providing access to financial literacy training and micro-grant funding to start or scale a business or trade. With the pool having grown to approximately 15 women on a rotating schedule following the 2025 Mugurameno culinary skills workshop, and only 8 to 10 workshops per year available, the majority of the pool has limited workshop engagement in any given year.</p>	<p>Women Support Staff: Increased Sense of Autonomy; Reduced Financial Stress; Increased Professional Self-Confidence</p>	<p>Workshop employment alone cannot reach all 15 women in the pool each year. The Community Women programme provides an existing, funded pathway to deepen economic outcomes for those not in active rotation, building on the hospitality skills and confidence already developed through workshop participation. This would increase total social value generated from the women support staff strand at relatively low incremental cost to TTF.</p>
<p>OPERATIONAL</p>	<p>Build on the established town information session infrastructure to pilot residential or immersive workshops in comparable off-grid or nature-based settings in other Zambian provinces. The well-attended information sessions already held across the country demonstrate existing demand beyond Lusaka and provide a ready-made outreach channel for a geographic expansion pilot.</p>	<p>All participant outcomes</p>	<p>The information sessions have already demonstrated demand. Piloting workshops in comparable settings in other regions increases the number of women benefiting from the residential format while generating comparative data on whether the 12.01:1 ratio holds across locations or is specific to the Kasaka site and setting.</p>

	<p>Formalise outreach to women who applied from Malawi, Zimbabwe, and Kenya, and explore institutional partnerships in those countries with a view to hosting international workshops if financially feasible in future programme years.</p>	<p>All participant outcomes</p>	<p>Cross-border applications signal that the programme's value proposition resonates beyond Zambia. Formalising partnerships incrementally, beginning with in-country referral or co-promotion arrangements would enable future international expansion while managing financial and logistical risk. If viable, international workshops would substantially increase the programme's reach and impact without requiring changes to the core format.</p>
	<p>Prioritise dedicated workshops for professional sectors that have not yet been served by a cohort, such as Medicine and Education, given the programme's continued growth after three full years and the competitive nature of the application process.</p>	<p>Participants: Increased Career Fulfilment; Increased Self-Efficacy; Improved Self-Awareness</p>	<p>The competitive application process indicates unmet demand. Sector-specific cohorts deepen peer community formation within each workshop and may surface sector-specific outcome patterns worth capturing in future evaluations. Targeting underrepresented fields extends the programme's reach into professional communities not yet benefiting from it.</p>
	<p>Explore increasing cohort frequency within the current Kasaka Lodge format rather than cohort size, which is constrained by lodge capacity. Additional workshops per year would increase total annual reach without compromising the residential immersion quality that drives outcomes.</p>	<p>All participant outcomes</p>	<p>Lodge space sets a hard ceiling on participant numbers per cohort. Additional cohorts per year are the only lever available to increase scale within the existing site and format, and would increase total present value generated proportionally without material changes to the delivery model.</p>
	<p>Commission a structured review of the programme's human capital requirements in light of its growth trajectory. The current programme coordinator role carries responsibility for workshop planning, stakeholder engagement, alumni community management, and</p>	<p>All outcomes (programme sustainability and quality protection)</p>	<p>Several high-value recommendations in this table including post-workshop alumni reinforcement, community engagement, geographic expansion, and international partnerships, require active coordination capacity that does not currently exist alongside existing workshop delivery</p>

	<p>evaluation; a scope that is not sustainably manageable by one person as cohort frequency, geographic reach, and community engagement demands increase. This review should inform a staffing or partnership model for the next programme phase.</p>		<p>responsibilities. Without a deliberate decision on human capital, the programme's growth ambitions risk being constrained by coordinator bandwidth, and the quality of outcome delivery and data collection may be compromised.</p>
	<p>Continue the use of the now established pre-workshop baseline data collection instrument at registration, covering career stage, professional network breadth, self-rated confidence (using the -2 to +2 scale), and access to prior professional development.</p>	<p>Participants: Increased Self-Efficacy; Increased Career Fulfilment</p>	<p>A pre-post comparison instrument substantially narrows the deadweight confidence interval, the largest source of SROI range variance. This directly strengthens the evidentiary basis for the two highest-weighted outcomes.</p>
<p>TACTICAL</p>	<p>Share the final SROI report with all participating stakeholder groups through their respective WhatsApp communities and at the next alumni engagement event, before wider external distribution.</p>	<p>All outcomes (verification and trust-building benefit)</p>	<p>Sharing findings with stakeholders fulfils the programme's commitment to transparency, maintains the trust that enabled candid data collection, and increases the likelihood of continued stakeholder engagement in future evaluations.</p>
	<p>Introduce a structured peer mentoring arrangement pairing each participant with one other from a prior cohort for a 6-month post-workshop period, facilitated through the existing WhatsApp alumni community.</p>	<p>Participants: Increased Self-Efficacy; Increased Career Fulfilment</p>	<p>Peer mentoring is a low-cost, high-credibility mechanism for sustaining the confidence and career direction gains made during the workshop, particularly during the critical 6-month window when the self-efficacy literature suggests reinforcement has the greatest impact on durable behaviour change (Bandura, 1997).</p>
	<p>Pilot a project sponsorship or placement component whereby each participant commits, before attending, to applying their workshop learning to one concrete professional project, with a</p>	<p>Participants: Increased Career Fulfilment; Increased Self-Efficacy</p>	<p>Embedding a commitment device before the workshop increases the probability that career fulfilment gains translate into concrete, verifiable action, which would strengthen the indicator evidence base for future evaluations and reduce</p>

	structured check-in at 3 months post-attendance.		deadweight uncertainty for this outcome.
--	--	--	--

10.2 For Funders and Commissioners

- The SROI ratio of 12.01:1 provides strong evidence of highly efficient social investment. Even under the most conservative individual sensitivity scenarios, the ratio remains 8.51:1. The programme merits continued and sustained funding with confidence.
- The programme's residential format generates deep, multi-dimensional value per participant through immersion rather than high-volume shallow training delivery. Efforts should be made to preserve the causal mechanisms that produce the documented outcomes.
- The disproportionate per-capita return for women support staff (USD 3,862 versus USD 9,078 for participants, comparable on a population-proportionate basis) suggests that an expansion of the community women economic engagement strand, at relatively low incremental cost, could generate significant additional social value.

10.3 Forward-Looking Outcome Measurement Framework

In line with SVI's Be Responsive Principle, the table below provides a practical framework for ongoing outcome measurement that TTF and future evaluators can apply from the 2025 programme year onwards. It is organised by stakeholder group and draws on the same outcome indicators used in this SROI analysis, translated into actionable measurement methods suitable for embedding in the programme's regular monitoring and evaluation practice. The table does not introduce new outcomes: it operationalises the outcomes already validated in this evaluation as an ongoing management tool.

Table 33: Outcome Measurement Framework

Outcome	Suggested Indicator(s)	Possible Measurement Method
PARTICIPANTS		
Improved Self-Awareness	The number of participants who report a +2 score on the self-awareness scale at post-workshop survey compared to a pre-workshop baseline	Pre-post survey using the same -2 to +2 scale instrument used in this evaluation; administered at registration (baseline) and within 2 weeks of workshop completion

Increased Self-Efficacy / Career Confidence	The number of participants reporting increased professional confidence (score +2); the number who report taking a new career-related action within 6 months (application, promotion, new project, business launch)	Post-workshop survey (2-week follow-up) plus a 6-month longitudinal check-in via cohort WhatsApp groups; responses cross-referenced with the career confidence indicator
Increased Career Fulfilment	The number of participants reporting high career direction clarity at follow-up; the number who access new opportunities (employment, training, education, speaking engagements) within 12 months of attendance	Post-workshop survey; 12-month follow-up check-in (digital, distributed via WhatsApp); cross-referenced with participant self-report on opportunities taken
FACILITATORS		
Increased Professional Fulfilment	The number of facilitators reporting a sense of professional contribution from their involvement; the number returning to facilitate in subsequent years (retention rate)	Post-facilitation survey (within 2 weeks); annual facilitator re-engagement tracking by programme coordinator
Improved Self-Awareness (Facilitators)	The number of facilitators reporting a +2 score on the self-awareness scale; the number reporting a change in their own facilitation or professional practice at 6-month follow-up	Post-facilitation survey; optional 6-month follow-up email or short survey distributed directly by coordinator
KASAKA LODGE STAFF		
Increased Professional Self-Confidence	The number of lodge staff reporting improved confidence in handling workshop-related duties; manager-reported qualitative observations on service quality	Post-workshop period interview with team manager; staff self-report on confidence indicator; repeated for each workshop cycle
Reduced Financial Stress	The number of staff reporting reduced financial anxiety during and immediately following workshop periods; reported change in financial behaviour (saving, reduced borrowing)	Post-workshop period interview (short, structured, conducted by manager); tracked per workshop engagement cycle
WOMEN SUPPORT STAFF		
Increased Professional Self-Confidence	The number of women reporting improved confidence in hospitality skills and interactions; return engagement rate across consecutive workshops	Post-workshop interview (individual, informal, conducted directly or through lodge manager); tracked per workshop cycle and annually
Reduced Financial Stress	Reported change in financial situation and stress levels immediately following workshop income receipt; reported ability to meet household needs	Individual interview post-workshop cycle; annual review with lodge manager providing contextual household information
Increased Sense of Autonomy	The number of women reporting autonomous financial decisions made independently within the preceding 12 months; self-reported change in decision-making confidence	Annual individual interview; lodge manager contextual corroboration; 12-month follow-up from each workshop engagement

11. Conclusion

The Kasaka Women's Workshops generated USD 12.01 of social value for every USD 1.00 invested in the 2024 programme year, a Total Present Value of USD 475,693.35 against a Total Investment of USD 39,606.06. Across all sensitivity scenarios tested, the ratio remains materially positive, providing reasonable confidence in the overall finding even under challenging assumptions.

The evidence confirms the central claim of the programme's Theory of Change: that the Kasaka Workshops generate a quality and depth of change that conventional training environments cannot replicate. The off-grid natural setting is not logistically convenient, it is causally significant. The improved self-awareness outcome, which recorded the highest incidence of any outcome at 88.2%, arises specifically from the programme's deliberate creation of psychosocial space away from daily roles and obligations. The self-efficacy and career fulfilment outcomes arise from the combination of expert exposure and peer community that the residential format enables at a depth and durability that day-training formats cannot match. These findings are consistent across all four stakeholder groups: participants, facilitators, lodge staff, and women support staff each experienced genuine, evidenced, and monetisable change through their involvement in the programme.

For the Time + Tide Foundation, this analysis provides a strong evidential foundation for the programme's continuation, its protection in its current format and location, and its potential expansion, particularly through a deliberate community women strand that the evidence suggests would generate exceptional social return per dollar invested. For the field of women's empowerment programming in Zambia, it provides a documented and externally reviewed example of how residential, peer-based, immersive professional development generates outcomes that are both deep and durable. The Kasaka Women's Workshops have earned, through three years of operational learning and the rigour of this evaluation, a credible claim to being among the most socially efficient professional development investments available for women in Zambia.

This analysis would not have been possible without the generous participation of the stakeholders who contributed their time, insights, and reflections at every stage of the evaluation. Workshop participants, facilitators, Kasaka Lodge staff, and the women support staff engaged openly and honestly throughout the process, from the initial outcome identification conversations through to the evidencing and discounting stages, and their willingness to share their experiences is what gives this analysis its credibility and depth. The findings of this report will be shared with all participating stakeholder groups through their respective workshop WhatsApp communities, email addresses, and at the next available alumni engagement event, ensuring that the people who made this analysis possible are among the first to see what it produced.

Figure 20: Image of participants taken on the last day of a workshop



References

- Bandura, A. (1997) *Self-Efficacy: The Exercise of Control*. New York: W.H. Freeman.
- Campos, F., Frese, M., Goldstein, M., Iacovone, L., Johnson, H.C., McKenzie, D. and Mensmann, M. (2024) Long-term impacts of business training: evidence from Togo (7-year follow-up). World Bank Policy Research Working Paper 10938. Washington, DC: World Bank. Available at: <https://ideas.repec.org/p/wbk/wbrwps/10938.html>
- Rodríguez-Rodríguez, T., Sánchez-García, M. and Muela-Martínez, J.A. (2024) 'Benefits for emotional regulation of contact with nature: a systematic review', *Frontiers in Psychology*, 15, p. 1402885. Available at: <https://doi.org/10.3389/fpsyg.2024.1402885>
- International Labour Organization (2022) *Women and Men in the Informal Economy: A Statistical Brief*. Geneva: ILO.
- Lent, R.W. and Brown, S.D. (2013) Social cognitive model of career self-management. *Journal of Vocational Behavior*, 83(3), pp. 287–298.
- McKinsey & Company (2023) *Women in the Workplace 2023*. McKinsey & Company / LeanIn.Org.
- Nicholls, J., Lawlor, E., Neitzert, E. and Goodspeed, T. (2012) *A Guide to Social Return on Investment*. 2nd edn. London: Cabinet Office/Social Value International.
- Patton, M.Q. (2011) *Developmental Evaluation: Applying Complexity Concepts to Enhance Innovation and Use*. New York: Guilford Press.
- Schleider, J.L. and Weisz, J.R. (2017) Little treatments, promising directions: effects of single-session interventions on youth psychiatric problems. *Journal of the American Academy of Child & Adolescent Psychiatry*, 56(2), pp. 107–115.
- Social Value International (2012) *Principles of Social Value*. Manchester: Social Value International. Available at: <https://www.socialvalueint.org/principles>
- 3ie Impact Evaluation (2023) *Unpacking the Determinants of Entrepreneurship Development for Women in Rural Kenya*. Available at: <https://www.3ieimpact.org/evidence-hub/publications/impact-evaluations/unpacking-determinants-entrepreneurship-development>
- Topping, K.J. (2005) Trends in peer learning. *Educational Psychology*, 25(6), pp. 631–645.
- UN Women (2021) *Measuring Women's Empowerment in Practice: Approaches and Challenges in Sub-Saharan Africa*. New York: UN Women.
- Wolff, H.-G. and Moser, K. (2009) Networking behaviors and career outcomes: differences for men and women. *Journal of Applied Psychology*, 94(3), pp. 782–791.
- World Bank (2020) *Improving Women's Agency: Evidence from Psychosocial Programmes*. Washington, DC: World Bank. Available at: <https://openknowledge.worldbank.org/handle/10986/33612>
- World Bank (2022) *Gender Data Portal: Zambia*. Washington, DC: World Bank Group. Available at: <https://genderdata.worldbank.org/countries/zambia>

World Economic Forum (2023) Global Gender Gap Report 2023. Geneva: WEF.

Zhao, X.R. and Namasivayam, K. (2009) Posttraining self-efficacy, job involvement, and training effectiveness in the hospitality industry. *International Journal of Hospitality Management*, 28(3), pp. 388–392.

Appendix B: Stakeholder Map

Stakeholder Group	Relationship to Programme	Population	Included?	Role in Analysis
Workshop Participants	Primary beneficiaries, attend workshops, form peer community, engage post-workshop	48	Yes, 3 outcomes	Primary value generator; accounts for ~97% of total PV
Facilitators	Expert practitioners who design and deliver workshop content	7	Yes, 2 outcomes	Professional development and reflective outcomes monetised
Kasaka Lodge Staff	Permanent hospitality and logistics team at Kasaka River Lodge	8	Yes, 2 outcomes	Confidence and financial stress outcomes monetised
Women Support Staff	Casual kitchen and hospitality workers from Mugurameno village, contracted during workshop periods only	2	Yes, 3 outcomes	Highest per-capita value; 3 outcomes monetised
Donor / TTF Representative	Provides strategic direction, funding, and venue access	2	Inputs only	Investment stakeholder; no outcomes analysed
Participants' Families	Indirectly affected through participant behavioural change	Unknown	Excluded	Indirect effects; access constraints; recommended for future evaluation
Lusaka Workshop Participants	Participants in 3 non-Kasaka workshops in 2024	~40 est.	Excluded	Different setting; no equivalent residential format or reflective conditions; would require separate analysis

Appendix C: Data Collection Summary

Stakeholder	Method	Sample	Timing	Notes / Design Decisions
Participants	Electronic survey (Google Forms)	n=17 (35.4% of 48)	Sept - Oct 2025	Extrapolated to full population based on diverse respondent profile. Survey included Likert-scale questions (-2 to +2) and open-ended prompts. Distributed through workshop WhatsApp groups.
Participants	Cohort-specific focus groups	All 4 cohorts represented	Feb – Apr 2025	Organised by individual workshop to ensure representation of all cohorts. Incentivised with lunch. Open-ended, non-leading questions. Notes taken; recordings where consent given.
Facilitators	Electronic survey (Google Forms)	n=5 (71.4% of 7)	Feb – Oct 2025	Good balance of experience level and professional sector. Same survey design as participants.
Kasaka Lodge Staff	In-person structured interview	12 staff via team manager	Feb 2025 – Mar 2026	Team manager served as interpreter and representative due to language constraints. Manager has 5+ years tenure and direct operational familiarity. Language limitation acknowledged as analytical constraint.
Women Support Staff	In-person individual interviews	n=2 (100%)	Sept 2025 – Mar 2026	Both women interviewed directly and individually. Lodge manager provided additional context on village community dynamics and household circumstances.
Proxy Validation	Expert consultations	4 practitioners	Jan – Mar 2026	Lusaka career coach (participant proxy anchor); experienced workshop facilitator (facilitator proxy anchor); Lodge manager (staff proxy anchor); ZITHS Senior Lecturer (women staff proxy component).

Appendix D: Glossary of Key SROI Terms

Term	Definition (Social Value International, 2012)
Attribution	An assessment of how much of the outcome was caused by the contribution of other organisations or people. It is unlikely that activities are the only thing in a person's life that helps them to change.
Deadweight	A measure of the amount of outcome that would have happened even if the activity had not taken place.
Discount rate	The interest rate used to discount future costs and benefits to a present value. A 6% rate was applied in this analysis.
Displacement	An assessment of how much of the outcome has displaced other outcomes. Zero displacement was applied in this analysis.
Drop-off	The deterioration of an outcome over time. Applied at 8–13% annually for psychosocial outcomes; 0% for income-event-driven outcomes.
Duration	How long (in years) an outcome lasts after the intervention.
Financial proxy	A monetary representation of the value of an outcome, used where direct market prices do not exist.
Impact	The difference between the outcome for stakeholders, accounting for what would have happened anyway (deadweight), the contribution of others (attribution), displacement, and the duration and deterioration of outcomes.
Indicator	A measure that provides information on how much of an outcome has happened. Indicators may be based on stakeholder self-report or external data sources.
Inputs	The contributions made by stakeholders that are necessary for the activity to occur, including money, time, and in-kind resources.
Materiality	Information is material if its omission has the potential to affect the decisions of readers or stakeholders.
Net present value (NPV)	The total present value of outcomes minus the total investment.
Outcome	The changes resulting from an activity, as experienced by stakeholders. Changes may be intended or unintended, positive or negative.
Outputs	The summary of activities in numbers, the direct, measurable products of programme delivery (e.g. number of workshops hosted, number of participants).
Sensitivity analysis	The process by which the sensitivity of an SROI model to changes in key variables and assumptions is assessed.
Social return ratio	Total present value of outcomes divided by total investment.
Social value	The quantification of the relative importance that people place on changes they experience in their lives. Social value includes non-financial dimensions of wellbeing not captured in market prices.
Stakeholders	People, organisations, or entities that experience change, positive or negative, as a result of the activity being analysed.
Valuation / financial proxy	The process of expressing the relative importance of outcomes in monetary terms. In this analysis, a market substitution (proxy cost) approach was applied.

Appendix E: Stakeholder Discussion Guide

Discussion Guide: Participants, Facilitators & Staff (Kasaka & Support)

1. Please describe your professional interests and opportunities to explore those before you participated in the Kasaka Women's Workshops.
2. Have you noticed any changes in yourself?
3. If yes, can you please describe the changes?
4. Do you consider these changes important? If so, why?
5. Can you please describe how you experienced the change – what was the process?
6. How do you know for sure the change happened? What is the proof?
7. Have you encountered any educational/economic changes (new job, pay increase, return to school) that you associate with your participation in the KWWs? If yes, what were they? Can you please describe why and how you associate them with KWW?
8. Who or what else might have contributed to these changes?
9. Do you think you personally would have experienced these changes if there was no Kasaka Women's Workshop? Why or why not?
10. What would be different for you if there were no KWWs being held?
11. Were there any of the changes you described that arose as a result of your participation in the workshop unexpected or surprising to you?
12. Do you interact regularly with anyone from your KWW group? If 1 or more, how often do you interact with them?
13. Can you please describe these interactions? Have they been meaningful? If yes, how?
14. Other Stakeholders: Have the changes (if any) that you experienced influenced those around you? (family & friends, coworkers, employers, etc...)? In what ways? Please provide evidence to support your thoughts

15. Who else do you think experiences or could experience change because of the KWWs? This can be positive or negative. Please provide evidence to support your thoughts.
 - a. Do you think anyone experienced negative change? Why or why not?
16. Are all of those stakeholders the same? Within the [identified group], do you think some people may have experienced change differently to others in this group? Why or why not? Do you think this difference was important? To whom was it important and why?
17. If you had a chance to improve the workshops to increase their impact, what do you think could be done differently?

Appendix F: Participant Evidencing Survey Questions

Participants (Survey)

Outcome: Increased career fulfilment

Indicators:

- % of participants reporting increased clarity about career direction (quantitative)
- # of participants reporting career changes since participation in workshop
- # of opportunities encountered/offered following the attendance of a workshop (shared through workshop contacts)

Survey questions:

1. To what extent has your career direction changed since the workshop? (**Depth**)
 - a. -2 (Worsened a lot more since the workshop)
 - b. -1
 - c. 0 (No change)
 - d. 1
 - e. 2 (Improved a lot more since the workshop)
2. Please provide an example or reason to support your answer above.
3. If you experienced this change, how long do you foresee this change lasting (in years)? (**Duration**)
4. To what extent do you think the change would have happened without the workshop? (**Deadweight**)
 - a. 0 (Not happened at all)
 - b. 1 (Somewhat likely)
 - c. 2 (Moderately likely)
 - d. 3 (Highly likely)
5. Who or what else contributed to this change besides the workshop? (**Attribution**)
6. To what extent did they contribute to this change?

- a. 0% (no contribution from others at all)
 - b. 25% (somewhat contributed)
 - c. 50% (moderately contributed)
 - d. 75%+ (significantly contributed)
7. Since attending the workshop, approximately how many (if any) new opportunities (jobs, contracts, partnerships, funding) have you encountered through workshop connections or knowledge gained?
8. What type of opportunities were these?
- a. Jobs/employment
 - b. Business contracts/clients
 - c. Partnerships/collaborations
 - d. Funding/grants
 - e. Training/learning opportunities
 - f. Other
9. Think about the career clarity and fulfillment you've gained from the workshop. If you had to pay for career coaching or professional development to achieve this same level of fulfillment, how much would you be willing to pay in Zambian Kwacha? How much career coaching do you think you would have needed to get the kind of career clarity that you did during the workshop (you can ask this in a better way)
10. What amount (in Zambian Kwacha) would you say is a close estimate to the value generated/that will be generated from this outcome of increased career fulfillment?

Outcome: Increased self-efficacy

Indicators:

- % reporting higher confidence in achieving goals
- # of participants who have actually started/achieved new projects or goals
- Number of women reporting peer connections sustained 3+ months after a workshop later – (intermediate outcome, female social support)

- Number of women reporting increased events or programs attendance post workshop - (intermediate outcome, female social support)

Survey questions:

1. To what extent has your confidence in achieving goals changed since the workshop? (**Depth**)
 - a. -2 (Worsened a lot more since the workshop)
 - b. -1
 - c. 0 (No change)
 - d. 1
 - e. 2 (Improved a lot more since the workshop)
2. Please provide an example or reason to support your answer above.
3. How long do you expect this change in confidence to last (in years)? (**Duration**)
4. To what extent would you have built this self-belief without the program? (**Deadweight**)
 - a. 0 (Not happened at all)
 - b. 1 (Somewhat likely)
 - c. 2 (Moderately likely)
 - d. 3 (Highly likely)
5. Who else supported or encouraged your growth in confidence? (**Attribution**)
6. To what extent did they contribute to this change?
 - a. 0% (no contribution from others at all)
 - b. 25% (somewhat contributed)
 - c. 50% (moderately contributed)
 - d. 75%+ (significantly contributed)
7. Before the workshops, how many networking events or workshops/programs on average would you typically attend/apply for per year?
8. After the workshops, how many do you typically attend/apply for?

9. Has there been a change in your attitude or feelings towards networking since the workshop?
 - a. -2 (Worsened a lot more since the workshop)
 - b. -1
 - c. 0 (No change)
 - d. 1
 - e. 2 (Improved a lot more since the workshop)
10. How many women do you still interact with regularly/sustained relationships have you maintained since the workshop (for more than 3 months after the workshop)? (**Depth**).
11. How long do you think these relationships will continue to provide support (in years)? (**Duration**)
12. To what extent would you have built similar connections to these without the workshop? (**Deadweight**)
 - a. 0 (Not happened at all)
 - b. 1 (Somewhat likely)
 - c. 2 (Moderately likely)
 - d. 3 (Highly likely)
13. Are there other groups or activities that have helped you build your network? (**Attribution**)
14. To what extent did they contribute to this change?
 - a. 0% (no contribution from others at all)
 - b. 25% (somewhat contributed)
 - c. 50% (moderately contributed)
 - d. 75%+ (significantly contributed)
15. Consider the confidence and belief in yourself that you've gained. If a program could guarantee you this same level of confidence, what would you be willing to pay for it?

16. Think about the opportunities you've pursued because of your increased confidence. Approximately how much additional income or value have these opportunities generated for you?

17. Think about the professional connections you've made through the workshop. If you had to pay membership fees to join a professional women's network that provided similar connections and support, how much would you pay annually?

Outcome: Improved self-awareness

Indicators:

- Number of participants who identify new strengths or areas for growth
- % of participants who report greater clarity about personal values and goals
- Examples of personal insights described by participants

Survey questions:

1. To what extent did the workshop help you discover new strengths or areas for growth?
(Depth)
 - a. -2 (Worsened a lot more since the workshop)
 - b. -1
 - c. 0 (No change)
 - d. 1
 - e. 2 (Improved a lot more since the workshop)
2. Since attending the workshop, do you have greater clarity about your personal values and goals?
 - a. -2 (Worsened a lot more since the workshop)
 - b. -1
 - c. 0 (No change)
 - d. 1
 - e. 2 (Improved a lot more since the workshop)

3. Are you willing to share an example of a new insight you discovered about yourself or a goal that you set for yourself?
4. How long do you think these insights and goals will continue to influence your life or work (in years)? (**Duration**)
5. Would you have gained this self-awareness without the workshop? (**Deadweight**)
 - a. 0 (Not happened at all)
 - b. 1 (Somewhat likely)
 - c. 2 (Moderately likely)
 - d. 3 (Highly likely)
6. Were there other people or experiences that contributed to this new self-awareness? (**Attribution**)
7. To what extent did they contribute to this change?
 - a. 0% (no contribution from others at all)
 - b. 25% (somewhat contributed)
 - c. 50% (moderately contributed)
 - d. 75%+ (significantly contributed)
 - e. Another possible way of asking: Consider the personal insights and self-awareness you've gained. If you had never attended Kasaka and you were to approach a coach, therapist or personal development programme in search of these insights, what do you think would be involved? (if you get them to describe how they could get to the outcome another way, then you can do the research to cost it out)
8. You have 100 points to distribute across these 3 changes based on how important each one is to you. The more important the change, the more points you give it." (**Weighting**)
 - Increased career fulfillment: ___ points
 - Increased self-awareness: ___ points
 - Increased self-efficacy: ___ points

Total must equal 100

Appendix G: Facilitator Evidencing Survey Questions

Facilitators (Survey)

Outcome: Increased professional fulfillment

Indicators:

- % of facilitators reporting higher confidence in delivering workshops
- # of new opportunities realized as a result of facilitating the workshop

Survey questions:

1. To what extent has your confidence in facilitation changed? (**Depth**)
 - a. -2 (Worsened a lot more since the workshop)
 - b. -1
 - c. 0 (No change)
 - d. 1
 - e. 2 (Improved a lot more since the workshop)

Threshold: Average score greater than 1

2. How long do you think this increased confidence will last (in years)? (**Duration**)
3. To what extent would your professional confidence have grown without leading this workshop? (**Deadweight**)
 - a. 0 (Not happened at all)
 - b. 1 (Somewhat likely)
 - c. 2 (Moderately likely)
 - d. 3 (Highly likely)
4. What other opportunities or people contributed to this growth? (**Attribution**)
5. To what extent did they contribute to this change?
 - a. 0% (no contribution from others at all)
 - b. 25% (somewhat contributed)

- c. 50% (moderately contributed)
 - d. 75%+ (significantly contributed)
6. Was this your first time facilitating a workshop?
- a. Yes
 - b. No
7. If Yes, did facilitating this workshop affect your professional self confidence in any way?
- a. -2 (Worsened a lot more since the workshop)
 - b. -1
 - c. 0 (No change)
 - d. 1
 - e. 2 (Improved a lot more since the workshop)

Threshold: Average score greater than 1

8. Have you facilitated any other meetings/workshops/event post the Kasaka workshop that you would attribute to the knowledge, confidence and recognition gained from hosting the workshop? If yes, how many?
9. Think about the professional growth and fulfillment you've gained from facilitating workshops. If you had to invest in professional development training to achieve this same level of fulfillment and competence, how much would you be willing to pay?
10. Approximately how much additional income have you earned from new opportunities that came as a result of facilitating these workshops? (e.g., new clients, speaking engagements, consulting work)

Outcome: Improved self-awareness

Indicators:

- Number of facilitators who identify new strengths or areas for growth
- % of facilitators who report greater clarity about personal values and goals
- Examples of personal insights described by facilitators

Survey questions:

1. To what extent did the workshop help you discover new strengths or areas for growth? **(Depth)**
 - a. -2 (Worsened a lot more since the workshop)
 - b. -1
 - c. 0 (No change)
 - d. 1
 - e. 2 (Improved a lot more since the workshop)

Threshold: Average score greater than 1

2. Are you willing to share an example of a new insight you discovered about yourself?
3. How long do you think these insights will continue to influence your life or work (in years)? **(Duration)**
4. Would you have gained this self-awareness without the workshop? **(Deadweight)**
 - a. 0 (Not happened at all)
 - b. 1 (Somewhat likely)
 - c. 2 (Moderately likely)
 - d. 3 (Highly likely)
5. Were there other people or experiences that contributed to this new self-awareness? **(Attribution)**
6. To what extent did they contribute to this change?
 - a. 0% (no contribution from others at all)
 - b. 25% (somewhat contributed)
 - c. 50% (moderately contributed)
 - d. 75%+ (significantly contributed)
7. Consider the personal insights and self-awareness you've gained. If you had to pay for coaching, therapy, or a personal development program to achieve these insights, how much would you be willing to spend (in Zambian Kwacha)? As above f

8. You have 100 points to distribute across these 2 changes based on how important each one is to you. The more important the change, the more points you give it." **(Weighting)**

- Increased professional fulfillment: ___ points
- Improved self-awareness: ___ points

Total must equal 100

Appendix H: Kasaka & Women Support Staff Interview Guide

Interview Guide: Kasaka & Support Staff

Outcome 1: Improved Professional Self-Confidence

Indicators: confidence in guest service, ability to handle day-to-day responsibilities

Questions:

1. Since working during the workshops, how has your confidence in serving guests changed? (**Depth**)
 - a. *-1 - Much less,*
 - b. *0 - Same,*
 - c. *1 - A little more,*
 - d. *2 - Much more*
2. Can you give me an example of a time when you felt more confident at work than before? (**Depth – qualitative**)
3. How long do you think this greater confidence will last? (**Duration**)
 - a. *1 - Only during the workshops,*
 - b. *2 - A few months,*
 - c. *3 - Longer than a year*
4. Out of all the changes you've experienced at work, how important is this new confidence to you? (**Importance**)
 - a. *Not important,*
 - b. *Somewhat,*
 - c. *Very important)*
5. If the workshops had not happened, do you think you would still have gained this confidence and to what extent? (**Deadweight**)
 - a. *0 (Not happened at all)*
 - b. *1 (Somewhat likely)*

- c. 2 (Moderately likely)
 - d. 3 (Highly likely)
6. Apart from the workshops, who or what else helped you build this confidence?
(Attribution)
7. To what extent did they contribute to this change?
- a. 0% (no contribution from others at all)
 - b. 25% (somewhat contributed)
 - c. 50% (moderately contributed)
 - d. 75%+ (significantly contributed)

Outcome 2: Reduced Financial Stress

Indicators:

% change in wages and tips reducing stress

of reports/examples confirming increased ability to meet needs

Questions:

1. Has the extra income from the workshops (wages or tips) made a difference in reducing your stress about money? **(Depth)**
 - a. 0 - No difference,
 - b. 1 - A little,
 - c. 2- A lot

2. Compared to your normal earnings, how much more did you make during/after the workshops? Would you say it was about:
 - a. Less than 25% more
 - b. About 25–50% more
 - c. About 50–75% more
 - d. About double (100% more)

- e. More than double
-
- 3. What did/do you use this extra money for? (e.g. food, rent, school fees, transport)
(Depth – qualitative)
 - 4. How long did the benefits of this extra money last? **(Duration)**
 - a. *Only during the workshop,*
 - b. *A few weeks,*
 - c. *A few months,*
 - d. *Still lasting*
 - 5. Out of all the changes you've experienced, how important is this extra income for you and your family? **(Importance) Rank**
 - a. 1st
 - b. 2nd
 - 6. If you had not worked during the workshops, would you have found another way to earn this money? **(Deadweight)**
 - a. 0 (Not at all)
 - b. 1 (Somewhat likely)
 - c. 2 (Moderately likely)
 - d. 3 (Highly likely)
 - 7. Besides the workshops, what other sources of money helped you meet your financial obligations? **(Attribution)**
 - 8. To what extent did they contribute to your financial obligations?
 - a. 0% (no contribution at all)
 - b. 25% (somewhat contributed)
 - c. 50% (moderately contributed)
 - d. 75%+ (significantly contributed)

Appendix I: Pre-Report Assurance Outcomes Check



Pre-Report Assurance Outcomes Check



Recommendation Form

Report title	Stakeholder Involvement and Outcome Definition Process
Assessor Name	Natasha Jolob
Date of recommendation	11 September 2025

These criteria are based upon the technical guidance found in the following publications:
The Guide to SROI, and the Standards for applying the Principles.
All available for download: <https://socialvalueuk.org/standards-and-guidance/>



Principle 1: Involve stakeholders

Stakeholders are those people or organisations that experience change as a result of the activity and they will be best placed to describe the change. This principle means that stakeholders need to be identified and then involved in consultation throughout the analysis.

The important issues are:

- identification of stakeholders and a rationale for those that have been included and excluded from involvement in the process;
- evidence of involvement of the included stakeholders in the application of the other principles.

1.1	Identification of stakeholder groups	Feedback
1.1.1	Does the report include a range of stakeholder groups (not just intended 'beneficiaries')?	Yes but it could be clearer. Ideally, the information would be displayed in a table to clearly communicate: Stakeholder group, potential outcomes, consultation methods, how many consulted.
1.1.2	Does the report identify any subgroups (or potential subgroups) of stakeholders?	Not clear what you mean when you say 'subgroup distinctions were made based on level of post-workshop engagement, role in the workshop ecosystem, and location. The distinctions were further explored through prompts about differences in stakeholder experiences'. How did you identify the sub-groups, including who were they, and also, why were certain sub-groups excluded?
1.1.3	Does the report describe how subgroups have been considered based upon evidence of materially different outcomes?	Yes partly, but the author needs to explain in more detail, who the sub-groups are, what their judgement about excluding subgroups was – who was excluded and why and what their potential outcomes were.

These criteria are based upon the technical guidance found in the following publications:
The Guide to SROI, and the Standards for applying the Principles.
All available for download: <https://socialvalueuk.org/standards-and-guidance/>



1.1.4	Does the report provide a description and analysis of how stakeholders were involved in identifying other stakeholders, addressing the extent to which it provides a fair representation of the whole stakeholder group? Stating: <ul style="list-style-type: none"> • the process for selecting representative stakeholders; • the method chosen for involving stakeholders (e.g. focus group, semi structured interviews); • the numbers involved. 	Yes this is good. I would like to see this against the total cohort numbers, so size of cohort and how many were consulted and not forgetting any sub-groups as these are missing.
1.1.5	Where representatives of a stakeholder group (identified as likely to experience material outcomes) have not been involved in identifying other stakeholder groups, does the report include a rationale to explain why they were not involved and how their perspective is represented in the analysis (if another group has been used as a proxy, an explanation should be provided justifying why they are an appropriate group)?	The report states that some stakeholders who were initially considered, such as vendors have not been included in this section, either due to a lack of supporting evidence to confirm the materiality of their reported changes or because they indicated no significant change resulting from the workshop activities. This should be under the stakeholder engagement section, and it says 'some stakeholders' – which stakeholders exactly? All need to be listed with explanation of all.

1.2	Stakeholders involved in defining outcomes (qualitative phase)	Feedback
1.2.1	Does the report provide a description and analysis of how stakeholders were involved in defining outcomes (and, where necessary, identifying the relevant outcome within a chain of events) addressing the extent to which it provides a fair representation of the whole stakeholder group? Stating: <ul style="list-style-type: none"> • the process for selecting representative stakeholders; • the method chosen for involving stakeholders (e.g. focus group, semi structured interviews); • the numbers involved. 	Just needs transparency about why any sub-groups not consulted, and how many were excluded.
1.2.2	Does the report include a list of the questions presented to stakeholders in the process of identifying outcomes (and, where necessary, identifying the relevant outcome within a chain of events)?	Yes - good

These criteria are based upon the technical guidance found in the following publications:
The Guide to SROI, and the Standards for applying the Principles.
All available for download: <https://socialvalueuk.org/standards-and-guidance/>

SOCIAL VALUE
INTERNATIONAL

1.2.3	Do the questions reflect an open approach to identifying outcomes (i.e. including options to identify unintended and negative outcomes)?	Yes - good
1.2.4	Where representatives of a stakeholder group (identified as likely to experience material outcomes) have not been involved in defining the outcomes, does the report include a rationale to explain why they were not involved and how their perspective is represented in the analysis (if another group has been used as a proxy, an explanation should be provided justifying why they are an appropriate group)?	Partly – this needs more clarity; I would have a sub-heading entitled 'Exclusions'.

These criteria are based upon the technical guidance found in the following publications:
The Guide to SROI, and the Standards for applying the Principles.
All available for download: <https://socialvalueuk.org/standards-and-guidance/>

SOCIAL VALUE
INTERNATIONAL

Principle 2: Understand what changes

The important issues for this principle are:

- inclusion of a clear explanation of the overall theory of change and chains of events for included stakeholders;
- statement of which outcome in each chain of events will be valued and why;
- evidence to support causality in the chain of events;
- the experience of all stakeholders in stakeholder groups is included.

2.1	Scope	Feedback
2.1.1	Does the report make clear whether the analysis is a forecast or an evaluation?	Yes
2.1.2	Does the report make clear the activities that are being analysed?	Yes, the activities are listed I would love to see a bit more description
2.1.3	Does the report make clear the period over which the activities occur?	Yes
2.2	Defining Outcomes	Feedback
2.2.1	Are the outcomes disclosed in the report linked to a stakeholder group that have (or will) experienced that outcome?	Yes, but again any sub-groups need to be specified. The Theories of Change (TOC) does not match up to the descriptions in the report and the outcomes on the spreadsheet, so it was a little confusing.
2.2.2	Does the report include evidence of how the process of defining outcomes was designed to capture any unintended (and negative) outcomes? This may include reference to similar research.	I could not see any negative outcomes reported, if there were none then do specify.
2.2.3	Are the outcomes disclosed in the report consistent with the outcomes in the value map?	There are some inconsistencies that need checking. The description, TOC and matrix needs further description of how they link and what the process was for defining the final material outcomes.
2.3	Context of outcomes	Feedback
2.3.1	Does the report outline how each outcome is linked to inputs and outputs?	There are no details about inputs including if there were any volunteers. The activities/ outputs were listed but it would be good to see how many attended each (the outputs).

These criteria are based upon the technical guidance found in the following publications:
The Guide to SROI, and the Standards for applying the Principles.
All available for download: <https://socialvalueuk.org/standards-and-guidance/>

SOCIAL VALUE
INTERNATIONAL

2.3.2	Are all of the outcomes in the report given context with a 'chain of events'? e.g. other outcomes that lead to this outcome.	Yes, but I would check the outcomes again as a mental health outcome may have been missed, and there may be double counting. Just check again as the narrative does not explain it very well.
2.3.3	Does the report identify an outcome from the chain of events that is then taken forward to test for materiality?	Yes. I would add description and narrative on why certain outcomes were chosen to be well defined and material. So, to be transparent about your decision in deciding which outcomes are material.
2.3.4	Does the report provide a rationale for why each outcome has been selected (from the chains) to be tested for materiality? (see supplementary guidance on well-defined outcomes).	It would be good to see the actual theory of change, both before the consultations and after, perhaps annexed. Not essential but nice to have. I could not see the decision-making process about why certain outcomes were chosen, but the testimonials do explain a lot. Just clarify more why you chose those outcomes.
2.3.5	Does the report explain how the chain of events was created? (e.g. the causality between outcomes in the chain of events is based upon stakeholder involvement, suitable third-party research and the experience of the author)	Yes but this could be strengthened. The narrative needs more info on decision made to achieve the end outcomes matrix/ pathways, and matching up the same language as it is a bit confusing.

These criteria are based upon the technical guidance found in the following publications:
The Guide to SROI, and the Standards for applying the Principles.
All available for download: <https://socialvalueuk.org/standards-and-guidance/>

Appendix J: Qualitative Outcomes Submission including Chain of Events

Description of the activity: A series of workshops that provide women with an opportunity to upskill by learning from experts and networking with fellow like minded women.				Duration of the activity: 1 year
Stakeholders	Inputs	Outputs	All outcomes placed in a chain of events	Well defined outcomes
Participants	Time	Attendance of the workshop	Gained insights and skills from expert facilitators > Exposed to new career ideas and paths > Understood skills in demand > Reflected and aligned with professional interests & goals > Developed clearer plan to reach professional fulfilment	Improved career direction
	Money - participation fee		Gained insights and skills from expert facilitators & peers > Heard examples and success stories from others > Realised that they too can achieve goal > Gained confidence in own abilities	Improved self-belief to achieve professional aspirations
			Attended workshop in remote serene location with limited cellphone reception > limited interruptions > able to be fully immersed and present at the workshop > deeper interactions with fellow participants and self > reflected during breaks/solo time > appreciated nature > gained clarity on some personal matters	Improved self awareness
		WhatsApp groups	Shared experiences and challenges with other participants > built trust and sense of camaraderie > exchanges contacts and stayed connected > shared messages, resources and opportunities > felt supported and affirmed by a growing network	Increased female social support
Facilitators	Time	Delivery of workshop sessions	Received appreciation and positive reinforcement from participants > Saw tangible progress/improvement in the participants knowledge and performance > Realised value of own contributions > Shared experience with peers > Received recognition and validation from peers	Improved professional self confidence
		Resource materials: booklets, presentation slides		
Kasaka & Support Staff	Time	Shifts/days worked	Consistently received positive feedback from participants & organizers > Realised that efforts contributed to the success and continuation of the workshops > Felt more appreciated and respected > Begun to take greater pride in their work	Improved professional self-confidence
		Wages & tips	More predictable bookings at lodge > More paid shifts and tips > Staff earned additional income during workshop periods > Felt more secure knowing the workshop window period could guarantee paid work thus help cover expenses	Reduced financial stress

Appendix K: Indicator Framework – Outcome Incidence

STAKEHOLDER	INDICATOR FRAMEWORK - OUTCOME INCIDENCE		Measure - current participants	Source	No. of Respondents	Indicator results	Outcome incidence	Number of people exposed	Extrapolated* (Y/N)
Participants	Increased career fulfillment	Change in clarity about career direction	Number of women who reported significant increase in career direction clarity (score of +2 on a -2 to +2 scale)	Survey	17	0.71			Y - Extrapolated
		Career changes since participation in workshop	Number of women who gave at least one example of a deliberate career change since attending the workshop	Survey	17	0.53			Y - Extrapolated
		Access to opportunities following attendance of a workshop	Number of women who reported securing any opportunity (job, contract, partnership, etc) they learned about through workshop activities	Survey	17	0.76	67%	32	Y - Extrapolated
	Increased self-efficacy	Change in confidence to achieve goals	Number of women who reported significant increase in confidence achieving goals (score of 2 on a -2 to +2 scale)	Survey	17	0.82			Y - Extrapolated
		New goals or projects initiated or completed	Number of women who gave at least one example of embarking on or completed new goals or projects	Survey	17	0.63			Y - Extrapolated
		Sustained peer connections	Number of women who reported sustaining peer connections for more than 3 months after a workshop	Survey	17	1.00			Y - Extrapolated
		Event attendance/program participation post workshop	Number of women who attended more programs or networking events (similar to the workshops/focused on personal development) after participating in a workshop	Survey	17	0.53	75%	36	Y - Extrapolated
	Improved self-awareness	Identification of growth areas	Number of women who reported significant improvement in discovering personal strengths or growth areas (score of +2 on a -3 to +2 scale)	Survey	17	0.88			Y - Extrapolated
		Change in clarity about personal values and goals	Number of women who reported significant increase in clarity about personal values and goals (score of +2 on a -2 to +2 scale)	Survey	17	0.82	85%	41	Y - Extrapolated
	Facilitators	Increased professional fulfillment	Change in confidence to deliver/facilitate workshops	Number of who facilitators reported significant increased confidence in delivering/facilitating workshops (score of +2 on a -2 to +2 scale)	Survey	3	0.60		
New facilitating opportunities			Number of facilitators who reported receiving at least 1 new opportunity that the attribute to the knowledge, confidence or recognition gained from facilitating the Kasaka workshop	Survey	3	0.60	60%	4	Y - based on the
Improved self-awareness		Identification of growth areas	Number of facilitators who reported significant improvement in discovering personal strengths or growth areas (score of +2 on a -3 to +2 scale)	Survey	3	0.20			Y - based on the
Kasaka & Support Staff	Increased professional self-confidence	Change in clarity about personal values and goals	Number of facilitators who gave at least one example of a change in clarity about their personal values and goals	Survey	3	0.80	90%	4	Y - based on the
		Change in guest-service confidence	Number of staff who reported a significant increase in confidence to serve guests (score of 2+ on a -2 to +2 scale)	Interview	12	0.92	92%	7	Y
	Reduced Financial Stress	Change in income	Number of staff whose income increased by at least 30% after workshop activities	Interview	12	1.00			Y
Women subgroup	Increased sense of autonomy	Self-reported change in ability to meet needs	Number of staff who could give at least one example of the change in their ability to meet their needs/financial obligations	Interview	12	1.00	100%	10	Y
		Self-reported change in decision making confidence (answered yes)	Number of women who reported an increase in decision making confidence (answered yes)	Interview	2	1.00			No Need
	Enhanced community respect	Independent decision examples cited	Number of women who can cite at least 1 example of independent decisions made	Interview	2	1.00	100%	2	No Need
		Self-reported perception of community respect	Number of women who reported a perceived increase in community respect	Interview	2	0.00			No Need
	Community respect examples cited	Number of women who can cite at least 1 example of community respect received	Interview	2	0.00	0%			No Need

Appendix L: Indicator Framework – Deadweight

STAKEHOLDER	INDICATOR FRAMEWORK – OUTCOME INCIDENCE		
	Outcome	Deadweight %	
Participants	Increased career fulfillment	47%	<p>Source: Participant survey (n=17)</p> <p>Rationale:</p> <p>Participants were asked to assess the likelihood that reported outcomes would have occurred without the Kasaka Women's Workshops. Responses were weighted using a probability scale: 0% for "Not happened at all," 33% for "Somewhat likely," 67% for "Moderately likely," and 100% for "Highly likely." The weighted calculation reveals a 47% deadweight factor (0% + 17.6% + 33% + 35.3% + 67% + 35.3% + 100% + 11.8% = 47.1%).</p> <p>This 47% reflects the proportion of change plausibly attributable to pre-existing career drivers besides the workshops. Empirical evidence shows that networking behaviour and social capital and existing personal and professional relationships independently contribute to advancement (Woff & Moser, 2009). Research further indicates that socioeconomic background and educational pathways strongly shape employment trajectories and labour-market outcomes, often independent of short-term training interventions (Frontiers in Education, 2025). In addition, career development practices such as structured planning and ongoing organisational (employer) support are positively associated with employee motivation, job satisfaction and performance, suggesting that professional growth may also occur through existing workplace systems (European Association of Business & Economics, 2024).</p> <p>Taken together, these established factors support the assumption that a substantial share of this observed outcome could reasonably have been realised by the participants in the event that they did not attend a workshop. The 47% deadweight figure therefore reflects the participant-reported counterfactual assessment, supported by broader labour-market evidence on the multiple drivers of career fulfilment and progression.</p> <p>References:</p> <p>Woff, H.-G. & Moser, K. (2009). Networking behaviour and career outcomes. <i>Journal of Applied Psychology</i>. Available at: https://homepage.suedu/cvoberger/ffw/2013/01/Networking-Behavior-and-Career-Outcomes_Differences-for-Men-and-Women.pdf</p> <p>Frontiers in Education (2025). Socioeconomic background and graduate career outcomes. Available at: https://www.frontiersin.org/journal/education/article/10.3389/feur.2025.1664249/full</p> <p>European Association of Business & Economics (2024). Career development practices, motivation and job satisfaction. Available at: https://journals.eabo.org/index.php/eb/article/view/2422</p>
	Increased self-efficacy	43%	<p>Source: Participant survey (n=17)</p> <p>Rationale:</p> <p>Deadweight for increased self-efficacy was estimated using participant-reported likelihoods, converted to a probability scale (0% = not at all, 33% = somewhat likely, 67% = moderately likely, 100% = highly likely). This produced an initial deadweight estimate of 53%, reflecting participants' assessment that some confidence gains would have occurred without the workshops. This aligns with psychological literature indicating that self-efficacy develops progressively through lived experience, mastery of tasks, and informal encouragement within existing environments (Bandura, 1997).</p> <p>However, peer reinforcement is a central mechanism of the programme and less likely to emerge organically at the same intensity. Social cognitive theory highlights that verbal persuasion and vicarious learning through peers are key drivers of efficacy beliefs, particularly when individuals observe role models succeeding (Bandura, 1997). Empirical studies further demonstrate that structured peer support and group-based professional environments significantly enhance self-efficacy beyond individual experience alone (Lent & Brown, 2011; Topping, 2005). Within the cohort, the reported likelihood of forming similar peer connections independently was 33%. Given that peer connection is a material contributor to confidence formation, the practitioner moderated the initial 53% estimate by averaging it with the 33% peer counterfactual, arriving at a final deadweight assumption of 43%.</p> <p>The 43% adjustment therefore reflects both the natural maturation of confidence through ongoing life experience and the lower probability that comparable peer reinforcement structures would have formed without the intervention.</p> <p>References:</p> <p>Bandura, A. (1997). <i>Self-Efficacy: The Exercise of Control</i>. New York: Freeman.</p> <p>Lent, R.W. & Brown, S.D. (2013). Social cognitive model of career self-management. <i>Journal of Vocational Behavior</i>, 83(2), 287-296.</p> <p>Topping, K.J. (2005). Trends in peer learning. <i>Educational Psychology</i>, 25(6), 631-645.</p>
	Improved self-awareness	25%	<p>Source: Participant survey (n=17)</p> <p>Rationale:</p> <p>Deadweight for improved self-awareness was reassessed using both participant responses and secondary evidence on reflective environments and women's empowerment. While the initial deadweight calculation based on survey responses suggested 47%, this figure was considered high when triangulated with programme context and observed depth of change. Evidence from the World Bank indicates that women's self-awareness and intrinsic agency increase most strongly when programmes create deliberate opportunities for reflection, autonomy from daily roles, and psychosocial space to reassess personal goals, rather than through routine life experience alone (https://openknowledge.worldbank.org/handle/10966/131612).</p> <p>In addition, open-access studies published in <i>Frontiers in Psychology</i> (2021–2023) demonstrate that immersion in calm, natural environments with reduced digital distraction significantly enhances self-reflection, emotional clarity, and awareness of personal values and aspirations (e.g. https://www.frontiersin.org/articles/10.3389/fpsyg.2021.673811/full).</p> <p>Practitioner observation supports this evidence: participants initially expressed concern about limited mobile connectivity but later described the off-grid, natural setting at Kasaka Lodge as a reprieve from everyday roles and responsibilities, enabling them to focus on themselves rather than their identities as mothers, workers, or caregivers. The insights shared ranged from concrete personal habit change to long-term life and career aspirations, suggesting depth of reflection unlikely to occur under normal conditions.</p> <p>While some women may independently access similar reflective opportunities through travel or leisure and therapy, this appeared feasible for a minority of participants, estimated at approximately one quarter based on observed socioeconomic indicators and sociocultural attitudes towards soliciting professional mental health review. Taking this into account, deadweight was revised downward to 25%, reflecting that some increase in self-awareness could occur without the programme, but that the programme's unique setting and structure substantially accelerated and deepened reflective outcomes.</p>
Facilitators	Increased professional fulfillment	55%	<p>Source: Facilitator survey (n=5)</p> <p>Rationale:</p> <p>Facilitators were asked whether their professional fulfillment and confidence would have increased without leading the Kasaka Women's Workshops. Responses were weighted using a probability scale (0%, 33%, 67%, 100%), resulting in an initial deadweight estimate of 67%. All respondents indicated some likelihood of independent confidence growth, with 40% reporting this as highly likely. This is supported by facilitator profiles, as all had prior facilitation experience and regularly engage in teaching or training roles.</p> <p>However, the Kasaka Women's Workshops differ from typical facilitation contexts. Facilitators were given full autonomy over delivery, worked with small groups in an immersive setting, and facilitated women-only workshops, enabling deeper reflection, feedback, and increased awareness of gender-specific challenges. These features appear to have strengthened and accelerated confidence gains beyond what would be expected through routine practice alone.</p> <p>Consistent with literature on knowledge sharing and professional development, facilitators would likely have experienced some confidence growth regardless of participation. Taking into account respondent self-assessment, practitioner observation, and external evidence, the initial deadweight estimate is adjusted to a conservative and more justifiable 55%.</p>
	Improved self-awareness	27%	<p>Source: Facilitator survey (n=5)</p> <p>Rationale:</p> <p>Facilitators were asked whether improved self-awareness would have developed without the Kasaka Women's Workshops. Responses were weighted using a probability scale: 0% for "Not happened at all," 33% for "Somewhat likely," 67% for "Moderately likely," and 100% for "Highly likely." The weighted calculation yields: 0% + 40% + 33% + 40% + 67% + 20% + 100% + 0% = 27% deadweight. Notably, 40% of facilitators stated this self-awareness would not have developed at all without the program, while no facilitators rated as "highly likely" to occur independently. This significantly lower deadweight compared to professional fulfillment (55%) reflects that self-awareness is a more introspective outcome requiring specific triggers or an opportunity for reflection such as a scenic location like Kasaka with reduced interruptions, that cannot always occur through routine professional practice.</p> <p>Given that self-awareness often requires intentional reflection, external prompts, and reduced cognitive load, it is less likely to emerge solely through routine facilitation work. The 27% deadweight therefore reflects facilitators' own counterfactual assessment and aligns with evidence that structured reflective environments are a distinct catalyst for increased self-awareness. It is also notable that the participant group reported a similar deadweight figure (25%), reinforcing consistency in how this outcome is perceived across stakeholder groups.</p>

Kasaka & Support Staff	Increased professional self-confidence	50%	<p>Source: Staff representative interview (n=1, team manager)</p> <p>Rationale: The team manager, representing staff perspectives due to language barriers and team availability constraints, assessed that increased professional confidence would be "moderately likely" (50% probability) to develop without the workshops. The manager noted the outcome would not have occurred "as fast" or "as strong" independently, indicating that while some confidence growth might have emerged through regular work activities, the workshops substantially accelerated development and deepened impact. Critically, the workshops were not part of routine guest arrangements at the lodge - this was the first time workshops had been hosted at the property, presenting entirely different operational requirements compared to typical hospitality services. Meeting each cohort group's distinct needs created a unique professional growth opportunity that exposed staff to new knowledge, skills, and challenges beyond their standard responsibilities. The 50% figure reflects the program's significant contribution to professional development that would have been slower and less pronounced without this non-routine, learning experience.</p>
	Women subgroup	15%	<p>Source: Staff Interviews (n=2)</p> <p>Rationale: The deadweight for the women subgroup is estimated at 25% for this outcome. This low percentage reflects the minimal likelihood that these outcomes would have occurred without the program intervention. Both women had extremely limited employment prospects prior to their involvement: one was a volunteer caregiver with basic training in home-based education, while the other had no other job or training prospects within Mugurumano. Neither woman possessed hospitality level culinary skills or experience with continental cooking before the workshops. Their own assessment that "there is very little work they would have pursued" beyond occasional odd jobs underscores the scarcity of opportunities available to them in their context. The structured training they received (learning to prepare continental meals and developing skills that have generated positive feedback) represents a significant departure from their previous trajectories. The Time + Tide Foundation is active in the area and has run some programming targeting some women (Community Women) program that teaches some selected women business management, financial literacy & confidence building sessions. Some successful women received microgrants to begin or scale their businesses. It is possible that the women would have been beneficiaries of such an intervention or social cash transfer grants but opportunities such as these are limited.</p>
	Reduced Financial Stress	35%	<p>Source: Staff Interview (n=2, team manager & team member)</p> <p>Rationale: The team manager, representing staff perspectives due to language barriers and team availability constraints, assessed that earning the supplemental income from the workshop would be "somewhat likely" (35% probability) without them. This rating reflects the distinct employment circumstances of two staff subgroups. Regular lodge staff might have worked alternative guest bookings during the workshop period and earned comparable wages, though tip income varies significantly by guest generosity. However, the women subgroup consists of casual workers contracted exclusively when workshops are scheduled; without the workshops, they rely on irregular village odd jobs with substantially lower and less predictable income. The "somewhat likely" assessment balances these scenarios, acknowledging that some staff would have found alternative paid work while others faced significantly reduced earning opportunities.</p> <p>Beyond the probability assessment, the secured and scheduled nature of workshop bookings holds particular value given that the lodge had closed and reopened in recent years, meaning other guest bookings were never guaranteed. Each workshop booking generates a service charge plus tips from the donor and participants. Given that the lodge is off-grid and staff are primarily stationed there with limited opportunity to pursue other income between bookings, this supplemental earnings have provided meaningful financial relief. The team manager expressed that it has made a notable</p>

	Women subgroup	10%	<p>Source: Staff Interviews (n=2)</p> <p>Rationale: The deadweight for the women subgroup of the Kasaka and support staff stakeholder group is estimated at 10% for the reduced financial stress outcome. This very low percentage reflects the extremely limited income-generating opportunities available to these women in the absence of the program. Neither woman engages in other paid work, and rely on their families for support. One of the women has a volunteer role that provides only a minimal transport allowance rather than substantive income. The women shared statements about having "very little work they would have pursued" beyond occasional odd jobs indicate a lack of viable alternatives for earning regular income in their context. The program has provided them with both skills training and employment opportunities that directly translate to income, fundamentally altering their financial circumstances. The 25% deadweight acknowledges only the slight possibility that one or both women might have secured irregular, low-paying work through personal networks or community connections and the financial support that they receive from family, friends, etc that alleviate their financial stress. However, given their limited formal education, lack of specialized skills prior to the workshops, and the scarcity of employment options they described, the likelihood of achieving meaningful financial stress reduction without this program intervention is minimal. The program represents essentially the sole pathway through which these women have been able to generate a somewhat stable income and thereby reduce their financial burden.</p>
Women subgroup	Increased sense of autonomy	10%	<p>Source: Staff Interviews (n=2)</p> <p>Rationale: The deadweight for the women subgroup of the Kasaka and support staff stakeholder group is estimated at 10% for the increased sense of autonomy outcome. This low percentage is directly tied to their lack of income-generating opportunities prior to the program. Autonomy in decision-making requires financial resources, which neither woman had access to before their involvement in the workshops. Netta, who has children to care for, had no independent income to make choices about supporting her family's needs. Caroline, living with her mother, was unable to contribute to household expenses or pursue personal goals like her chicken rearing business venture. Without the program-provided income, both women would have remained financially dependent on others, severely constraining their ability to make autonomous decisions about purchases (such as toiletries), family support, or entrepreneurial pursuits. The minimal 10% deadweight accounts only for the remote possibility that they might have gained some small measure of autonomy through sporadic odd jobs or family support arrangements.</p>

Appendix M: Indicator Framework – Attribution

STAKEHOLDER	INDICATOR FRAMEWORK - OUTCOME INCIDENCE		
Attribution bands (applied after deadweight)			
Attribution bands: 0%: No evidence of discrete independent contributor 2-5%: possible/weak independent contributor 5-30%: at least one clear discrete concurrent contributor >30%: multiple strong independent interventions (rare).			
Mid point of range selected as final attribution estimate.			
	Outcome	Attribution %	Source and rationale
Participants	Increased career fulfillment	7.5%	Source: Focus group discussions, Survey & Practitioner observations Rationale: After accounting for deadweight (defined as normal career progression, existing employment conditions, routine professional development, and ongoing support from family, peers, employer, and other programmes), the remaining change is attributed to non-routine external actors and opportunities that entered participants' trajectories following the workshop but were not part of programme delivery. These include external career opportunities (such as job openings, role expansions, collaborations, or speaking engagements) and external mentors or senior professionals to whom participants were referred or introduced after the workshop. These actors and opportunities are not considered part of participants' baseline life trends and would not typically have emerged without a considerable shift in confidence, clarity, or articulation. Attribution is therefore retained at a modest level to reflect these discrete, non-routine contributions without oversteering their influence relative to the programme's core role.
	Increased self efficacy	3.5%	Source: Practitioner observations Rationale: The remaining change is attributed only to rare, non-routine external affirmations or opportunities that were not part of participants' usual environments, such as validation from an external authority figure (e.g. a senior professional, role model, etc) outside the participant's normal sphere, or external collaborator (e.g. a unique opportunity that independently reinforced self-belief). Because such actors and events are neither guaranteed nor common under usual conditions, and because the dominant mechanisms of self-efficacy development were programme/workshop-based such as peer support, attribution is kept deliberately low. *Deadweight captured confidence gains that would have occurred through normal life experience, routine workplace exposure, existing social reinforcement, and participation in other programmes.
	Improved self-awareness	1.5%	Source: Alternative pathway analysis Rationale: The remaining change can only be plausibly attributed to exceptional, non-routine external reflective inputs that occurred alongside the programme period, such as engagement with an external therapist, counsellor, or coach who was not previously part of the participant's support system, or a significant external life event that independently triggered structured reflection. Evidence suggests these instances were rare (Considering cost barriers and societal attitudes toward seeking professional mental health support). Attribution is therefore limited to a nominal value acknowledging their possible but marginal contribution.
Facilitators	Increased professional fulfillment	7.5%	Source: Facilitator survey (n5) & Practitioner observations Rationale: The remaining change is attributed to non-routine external opportunities and actors that engaged facilitators following their workshop involvement but were not part of programme delivery. These include new external invitations or collaborations, and engagement with external organisations or industry actors who became aware of facilitators' work outside the programme structure. These opportunities are not considered inevitable within facilitators' baseline professional environments and therefore sit outside deadweight. Attribution is retained at a modest level to recognise their contributory role without reducing the influence of the unique Kasaka workshop facilitation experience.
	Improved self-awareness	3.5%	Source: Practitioner observations Rationale: Deadweight accounts for self-awareness that would typically develop through routine professional feedback, experience, and reflection over time. The remaining change is attributed to non-routine external reflective inputs, such as therapy, coaching, or mentorship from individuals or organisations not previously part of facilitators' professional ecosystems and whose engagement followed the workshop period. These influences were limited in number and secondary to the reflective opportunities provided by the workshop. Therefore, attribution is applied conservatively.
Kasaka & Support Staff	Increased professional self-confidence	3.5%	Source: Staff representative interview (n1, team manager) Rationale: The remaining change is attributed to non-routine external actors or opportunities encountered by staff outside normal/lodge operations, such as external grants, partners, or visitors whose interactions went beyond typical service encounters and provided developmental feedback, recognition, or exposure. These interactions are not part of staff's normal work trajectories and were not guaranteed to occur without the workshops being hosted, justifying a small residual attribution. *Deadweight included confidence gains expected from routine hospitality work, standard training, guest interaction, and existing supervisory structures that would have occurred regardless of the workshops.
	Sub group - women	0.0%	Source: Staff interviews (n2) & Practitioner observations Rationale: After considering pre-existing training, family and community support, and baseline life conditions into the deadweight calculation, no evidence remains of a non-routine external actor or opportunity independently contributing to this outcome alongside the programme. The remaining change is therefore not attributed externally and is treated as arising from the programme pathway once deadweight is removed.
	Reduced Financial Stress	0.0%	Source: Staff representative interview (n1, team manager) & Practitioner observations Rationale: Deadweight fully accounts for income stability derived from routine lodge operations, alternative bookings, and existing employment arrangements that would have continued under normal conditions. No discrete, non-routine external financial contributor (such as an independent employer, side-hustle, grant, or cash transfer programme) was identified as contributing to the remaining change during the measurement period. Attribution is therefore set to zero.
	Sub group - women	0.0%	Source: Staff interviews (n2) Rationale: Family support and baseline household provisioning are explicitly included in deadweight under the agreed definition. No non-routine external income source or opportunity (such as independent employment or business, external grants, or separate livelihood programmes) was identified as contributing alongside the programme. The remaining change is therefore not attributed to external actors.
Women sub-group	Increased sense of autonomy	0.0%	Source: Staff interviews (n2) & Practitioner observations Rationale: Gains in autonomy require independent resources and decision-making power. Family support, while relevant to well-being, is absorbed into deadweight and does not function as an external contributor to autonomy. No non-routine external actor or opportunity (such as an independent income-generation programme, grant, or external household interventions) was identified as contributing to this outcome alongside the programme. Attribution is therefore set to zero.
	Enhanced community support	N/A	N/A

Appendix N: Indicator Framework – Financial Proxies

STAKEHOLDER		INDICATOR FRAMEWORK - OUTCOME INCIDENCE			
		Exchange Rate: K21 ZMW = \$1 USD			
	Outcome	Individual 2024 Stakeholder before Discounting (ZMW)	Individual 2024 Stakeholder	Description and rationale	Source of proxy
Participants	Increased career fulfillment	34,890.00	1,661.43	<p>To estimate the financial value of increased career fulfillment, a practitioner-led proxy was developed through consultation with a Lusaka-based career coach who has facilitated within the programme and is familiar with the Kasaka Women's Workshop' structure, content, and intended outcomes.</p> <p>This consultation was complemented by survey responses from participants, which provided insight into perceived alternative pathways for achieving similar outcomes and helped validate the scale of costs associated with coaching and professional exposure. Based on this combined evidence, achieving comparable gains in career clarity, confidence, and professional fulfillment outside the programme would likely require a mix of personalised coaching, structured networking opportunities, dedicated time investment, and targeted upskilling.</p> <p>Estimated costs include six one-to-one coaching sessions at an average rate of ZMW 1,750 per session (ZMW 10,500), participation in a professional networking conference covering registration, accommodation, meals, and transport (ZMW 12,500), and the opportunity cost of time spent engaging in these activities, calculated at ZMW 5,250 based on 70 hours at an average hourly salary derived from national wage data. Additional short courses, industry training, or certifications were conservatively estimated at ZMW 3,000.</p> <p>Together, these components result in a total estimated cost of ZMW 31,250 to achieve a similar level of increased career fulfillment through alternative means, providing a contextually grounded and evidence-informed financial proxy for this outcome.</p>	Participant survey (n=10); WODA Conference (\$300-\$600); career coaching rates (\$75-\$500/session); AWG, AWIEF conferences, Consultation with Lusaka Based Career Coach
	Increased self-efficacy	31,680.79	1,508.61	<p>This is the value of improved confidence and belief in one's ability to pursue goals, comparable to leadership or self-efficacy development programming with applied learning.</p>	Participant survey; proportional weighting (31/34 ratio x ZMW 36,500);
	Improved self-awareness	35,068.85	1,669.95	<p>Personal insights often require one-on-one coaching, personality assessments, and reflection exercises. Value of guided reflection, insight, and personal understanding comparable to a structured retreat experience or short block of counselling/coaching support. Derived proportionally from participant outcome weighting.</p>	Participant survey; proportional weighting (35/34 ratio x ZMW 36,500);
Facilitator	Increased professional fulfillment	32,100.00	1,528.57	<p>To estimate the financial value of increased professional fulfillment, a practitioner-led proxy was developed through consultation with a Lusaka-based consultant who has extensive workshop facilitation experience and was briefed on the Kasaka Women's Workshop' structure, content, and intended outcomes to frame the insights they shared.</p> <p>This consultation was complemented by survey responses from participants, which provided insight into perceived alternative pathways for achieving similar outcomes and helped validate the scale of costs associated with engaging in similar events and the resulting professional exposure, if any. Based on this combined evidence, achieving a comparable increase in professional fulfillment outside the programme would likely require a mix of financial investment by the facilitator or their contracting firm, structured networking opportunities, dedicated time investment spent researching and preparing presentation materials as well as the time spent at the workshop or conference facilitating and engaging in other related activities.</p> <p>Estimated costs include participation in a comparable professional conference or workshop covering registration, accommodation, meals, and transport (ZMW 12,500), and the opportunity cost of or billable time spent on researching, preparing, facilitating and engaging in other workshop/conference activities, calculated at ZMW 15,600 based on 48 hours at an average hourly salary derived from national wage data. Additional opportunities resulting directly from the increased visibility were conservatively estimated at ZMW 4,000.</p> <p>Together, these components result in a total estimated cost of ZMW 32,100 to achieve a similar level of increased professional fulfillment through alternative means, providing a contextually grounded and evidence-informed</p>	Participant survey (n=5); estimated costs associated with comparable workshop/conferences e.g. Law Association of Zambia (LAZ) annual conference, Engineers Institute of Zambia annual conference; consultation with experienced workshop facilitator.
	Improved self-awareness	32,100.00	1,528.57	<p>Insights from teaching and learning in natural environment, compared to typical settings. Retreat-style workshop provided setting for reflection and peer interaction. Valued at 100% of professional confidence.</p>	Facilitator survey; proportional weighting (1:1 ratio x ZMW 32,100);
Kasaka & Support Staff	Increased professional self-confidence	12,010.00	571.90	<p>through consultation with the Kasaka River Lodge manager, representing the other staff who has worked at the lodge for more than 5 years and progressed to a managerial level. He was familiar with the Kasaka Women's Workshop' i.e. their structure, operations and intended outcomes.</p> <p>This consultation was complemented by observations by the practitioner and additional desk research, which provided insight into perceived alternative pathways for achieving a similar outcome and helped validate the scale of costs associated with engaging in activities to achieve the outcome. Based on this combined evidence, achieving a comparable increase in professional fulfillment outside the programme would likely require a mix of enrolling in a short skills training course such as the one offered by Bedrock, dedicated time investment spent attending the training and on further practice, as well as working and serving guest needs back at the lodge.</p> <p>Estimated costs include enrollment in a short term skills training course (ZMW 5,250), and the opportunity cost of or paid time spent attending the training, calculated at ZMW 2,400 based on 80 hours at an average hourly salary derived from national wage data as well as transportation and accommodation costs covered by sponsors or Kasaka employees estimated at ZMW 2,000. Additional opportunities resulting from positive guest interactions evidenced by cash tips, conservatively estimated at ZMW 250 per staff member as they often pool tips resulting in an annual estimate of K3,000 earned in tips.</p> <p>Together, these components result in a total estimated cost of ZMW 12,650 to achieve a similar level of increased professional fulfillment through alternative means, providing a contextually grounded and evidence-informed financial proxy for this outcome.</p>	Staff interview (n=1, team manager); Bedrock training course schedule; practitioner observations

	Women subgroup	12,350.00	568.10	<p>proxy was developed through consultation with the Kasaka River Lodge manager, who has lived in the village where the women reside (Mugurumano) and is related to one of the women. He was familiar with both the Kasaka Women's Workshops' i.e. their structure, operations and intended outcomes as well as the dynamics of the community.</p> <p>This consultation was complemented by observations by the practitioner and additional desk research, which provided insight into perceived alternative pathways for achieving a similar outcome and helped validate the scale of costs associated with engaging in activities to achieve the outcome. Based on this combined evidence, achieving a comparable increase in professional fulfilment for the women staff subgroup outside the programme would likely require a mix of enrolling in a short term cooking or hospitality training course, dedicated time investment spent attending the training and on further practice, as well as working and serving guests when contracted.</p> <p>Estimated costs include enrollment in a short term cooking or hospitality training course (ZMW 3,150), transportation and accommodation costs as such a training is would not be accessible within the community, so they would have to travel to the nearest town or capital city Lusaka (K2,000) for a bus, meals and accommodation that would likely be sponsored by a relative/benefactor in cash or in kind; Additional opportunities resulting from similar part-time opportunities such as the workshop that could pay an estimated (K4,000) annually.</p> <p>Together, these components result in a total estimated cost of ZMW 9,150 to achieve a similar level of increased professional fulfilment through alternative means for this subgroup, providing a contextually grounded and evidence-informed financial proxy for this outcome.</p>	Staff interview (n=3); research - courses offered; practitioner observations.
	Reduced Financial Stress	36,030.00	1,715.71	<p>For staff members at Kasaka, the additional workshop bookings throughout the year provide greater income stability and reduce the financial and psychological stress associated with irregular work in the tourism sector. Tourism in the region is highly seasonal and unpredictable, leaving hospitality workers vulnerable to income fluctuations and uncertainty about future employment. Kasaka workshops create more guaranteed bookings across the calendar year, translating into more scheduled work shifts and predictable income streams. Additionally, workshop guests provide tips that supplement base earnings and validate the quality of service delivered. This combination of increased work predictability and income certainty alleviates the chronic stress of not knowing when the next job will come or whether earnings will be sufficient to meet basic needs. The financial proxy for this outcome has been calculated as a weighted proportion of the professional fulfilment value (300%), recognising that reduced stress is a distinct but closely related benefit stemming from the same underlying change: more stable, dignified work opportunities.</p>	Staff representative interview (n=1); proportional weighting (3:1 ratio x ZMW 12,010)
Women subgroup		37,050.00	1,764.29	<p>For women from surrounding villages without full-time employment, income earned through Kasaka workshops meaningfully reduces financial stress by providing independent, discretionary cash in a context of limited earning opportunities. This income helps cover basic needs, reduce reliance on borrowing, and cushions short-term financial shocks such as food, transport, or school-related expenses. Evidence shows that for rural and informally employed women, even small amounts of controlled income can significantly improve financial security. Given the lack of alternative income sources, using the full amount earned from Kasaka workshops is a reasonable and conservative proxy for reduced financial stress attributable to the programme. The financial proxy for this outcome has been calculated as a weighted proportion of the professional fulfilment value (300%)</p>	Staff interview (n=3); proportional weighting (3:1 ratio x K9,150);
Women subgroup	Increased sense of autonomy	12,350.00	568.10	<p>For the women, earning independent income strengthens their sense of autonomy by providing economic agency in a context where formal employment opportunities are extremely limited. In their rural area (Mugurumano) where the dominant tourism industry is male-dominated, these women have few pathways to earn their own money. The ability to access even irregular, gig-based income enhances their capacity to make independent decisions about personal purchases, contributions to their households, or small investments without needing to seek permission or rely entirely on others. While autonomy is inherently difficult to monetise, it is closely linked to the professional fulfilment these women derive from being called upon for their skills and earning through their labour. The financial proxy for this outcome has been calculated as a weighted proportion of the professional fulfilment value (100%) per the responses of the women and the practitioner's observations.</p>	Staff interview (n=3); proportional weighting (1:1 ratio x K9,150);