

Table 1. The SROI process as outlined by NEF, SROI Network and Cabinet Office Guidelines (Nicholls et al., 2009).

| SROI Method | What is involved | Challenge for Megaproject Application |
|---|--|---|
| Stage 1. Establishing scope and identifying key stakeholders | <i>The nature of what you want to measure, scope of analysis; Create analysis framework and gather background information; Identify key stakeholders</i> | Identifying why the process is being done when other project complexities demand attention; what is the scope of the process? Can the whole megaproject be looked at? |
| Stage 2. Mapping outcomes | <i>Map how stakeholders interact with inputs, outputs, outcomes and impacts</i> | This will be complex to map and unpack |
| Stage 3. Evidencing outcomes and giving them value | <i>Collect and collate data; Examine financial accounts to see links to social, economic or environmental objectives</i> | Large amounts of information, with many unknowns |
| Stage 4. Establishing impact | <i>Can monetised values be predicted for future years?</i> | Within uncertain financial projections megaproject cost overruns are common, is it beneficial to project? Defining future success criteria |
| Stage 5. Calculate the SROI | <i>Create discounted cash flow model with present value of benefits and investment, total value added, SROI ratio and payback period</i> | Large amount of data to work with |
| Stage 6. Reporting, using, embedding | <i>Present results, bringing out sensitivities and underlying assumptions</i> | Identifying who the report is for; choosing an appropriate communication style |