

SOCIAL RETURN ON INVESTMENT 2017

LITTLEBIGHELP - BOYS' HOME



LittleBigHelp

www.littlebighelp.dk



Lind Invest ApS
Værkmestergade 25, niveau 14
DK-8000 Aarhus C
www.lind-invest.dk

CVR: 26 55 92 43



Little Big Help
www.littlebighelp.com

Founded: 2010
Place of residence: Kolkata, India
Founder: Lisbeth Johansen

SOCIAL RETURN ON INVESTMENT REPORT FOR LITTLE BIG HELP 2017

The report is compiled by Lind Invest with data used from Little Big Help in the year of 1 April 2016 to 31 March 2017.

The analysis itself is completed 20 December 2017.

Responsible and layout: Matvei Andersen and Gitte Thordahl Jespersen, Lind Invest.

Photos: Thomas Dohn

CONTENTS

5	SUMMARY	30	SENSITIVITY ANALYSES
6	PURPOSE	32	OTHER VALUE CREATION
7	INTRODUCTION	34	CONCLUSION
8	THEORY OF CHANGE		
9	ORGANISATIONAL OVERVIEW		
10	METHOD	35	REFERENCES
12	DATA	37	APPENDIX 1: IMPACT MAP
13	STAKEHOLDERS	40	APPENDIX 2: ASSUMPTIONS AND MEASUREMENT UNCERTAINTY
18	SROI CALCULATION		
	INPUT		
22	WELL-BEING IMPROVEMENTS FOR THE BOYS		
25	WELL-BEING IMPROVEMENTS FOR VOLUNTEERS		
26	EMPLOYMENT EFFECTS FOR THE BOYS		
28	SROI RATIO		

» For every 1 Indian rupee invested in Boys' Home, 1.53 Indian rupees are created in value for the stakeholders and society. This shows that Boys' Home creates positive social and societal value «



SOCIAL RETURN ON INVESTMENT 2017

LittleBigHelp is an NGO established in 2010 with the aim of creating better opportunities for vulnerable children and women in West Bengal, India.

LittleBigHelp runs several projects one of them is Boys' Home, which is the home for street connected and other vulnerable boys. In Boys' Home, the children can start a new life away from the street with care, comfort, nutrition and education.

This report analyses the social impact created by the activities at Boys' Home in Kolkata, India, in the organisation LittleBigHelp. The aim is to show how much social and societal value is created by the project and how the value is created through the activities.

This SROI is a forecast of the impact that is expected to happen in the future for the boys living at Boys' Home.

The outcome

The method used in this analysis is the Social Return on Investment (SROI), which frames a monetary valuation of voluntary work and social efforts by comparing the investments made in the social efforts with the effects created for the involved stakeholders. At Boys' Home, the investment is constituted by the contributors' donations and the volunteers' investment of time. The created effects are constituted by valuable increased well-being improvements for the boys, increased income for the boys in the future and well-being improvement for the volunteers.

The analysis finds that Boys' Home creates 1.53 Indian rupees in value for every 1 Indian rupee that is invested in the organisation over a 24-year period.

The value is created for the stakeholders, specifically the boys at Boys' Home, the volunteers, and society in general. The positive yield proves that the organisation's activities are necessary and create great value of the applied funds.

The analysis is based on the investment in the project in the financial year 2016/2017 defined as input and looks at the outcome occurring for the boys in their time living at Boys' Home and 12 years after they move out of Boys' Home, when they reach 18 years of age.

The impact on the boys is the well-being improvements when they move in at the Boys' Home; improvement in overall health, outcome of moving from an unsafe place to a safe place to sleep, outcome of being a part of a social group, outcome of having Boys' Home to get ad-

vice and help, and the relief of drug/alcohol addiction for some of the boys. Furthermore, the impact consists as well of the expected employment rate and increased income when they move out of Boys' Home.

The value created for the volunteers consists of an increased personal well-being achieved through their work in Boys' Home. This value is measured with a general indicator for the well-being outcome of voluntary work.

The analysis has been made on a conservative approach since no boys have moved out of Boys' Home yet, therefore, it is not certain how their future life is affected. It is based on expectations to their progress and on research on empirical knowledge on street children.

Sensitivity analyses has been conducted to unveil the uncertainties and how the results depend on e.g. different durations of the effects.

Additional value creation

A large share of Boys' Home's intervention cannot be valued monetarily. Other effects presumably caused by Boys' Home are value creations for society, the boys' parents and/or families as well other values created for the boys. These effects are expected to have a long-term impact.

A notice is that the SROI analysis cannot stand alone and that calculations do not necessarily reveal the full extent of the value creation of Boys' Home.

» The analysis finds that Boys' Home creates 1.53 Indian rupees in value for every 1 Indian rupee that is invested in the organisation over a 24-year period. «

PURPOSE

The purpose of the report is to analyse the value creation of the project Boys' Home in the organisation LittleBig-Help based on data from 2016/2017. Furthermore, the purpose is to show the social impact that is generated for the stakeholders of the project and for the community.

The by-product is also an exposition that unveils how the organisation works, who the stakeholders are and how value is created. The analysis can be used both internally and externally. For internal use, the analysis makes it clear where value is created – and what affects the value creation. For the management of the organisation, it can be used as inspiration for further development and improvement of current projects and future projects. For external use, it can be used to document the value creation to current and future contributors and to support fundraising of the organisation.

This is the first SROI analysis of Boys' Home by Lind Invest. The analysis was conducted by Lind Invest in the second half of 2017. The analysis is based on the investment in the project in the financial year 2016/2017 defined as input and looks at the outcome occurring for the boys in their time living at Boys' Home and 12 years after they move out of Boys' Home, when they reach 18 years of age.

It is a central part of Lind Invest's approach to social responsibility to determine and analyse outcomes created in the projects that we support. The reason for this is to ensure that there is a positive and desirable relationship between input and output in the projects and that the impact created is targeted on the stakeholders and society in the best and most efficient possible way.

»It is a central part of Lind Invest's approach to social responsibility to determine and analyse outcomes created in the projects that we support«



INTRODUCTION

LittleBigHelp is a non-governmental organisation (NGO) established in Denmark in 2010 by Founder Lisbeth Johansen with the purpose to help other people who were not afforded the same opportunities in education, health, and access to basic human rights as in the developed world. In 2012, the organisation was registered in India as LittleBigHelp India Trust. Since then the organisation has helped vulnerable children and women in Kolkata's slum through 7 projects; Boys' Home, Girls' Home, Community centres, a school, skills development projects, learning centre for tribal children and a centre for special education.

All to improve the life conditions of women, children and marginalised persons living in Kolkata.

India is a country with major social problems both for children and adults. It is believed that more than 11 million children live on the streets¹ – whereas around 300,000 live on the streets in Kolkata². Because it has never been counted officially and due to the difficulty of counting street children the actual number might be even higher. Furthermore, very few children go to school and of those, who go to school, very few graduate school. The educational problem becomes an issue in the future, where the children will find it difficult to get a job, because lack of qualifications and competencies. Women in India face difficulties in life as the country is considered one of the most dangerous countries to be a woman³. And the employment situation is also a challenge for women as they do not get an education or skills to get a job. Thus, LittleBigHelp is an important organisation that helps solving these problems.

Throughout 2016 the organisation has supported 500 vulnerable children and women every day and they continue to grow to help even more in the future. They have helped 70 women to get a job and 451 children to go to school. They have provided almost 100,000 nutrient meals to the children in their projects and ensured health checks for approximately 400 children and adults. These results are very positive and show that LittleBigHelp has a big influence on changing the circumstances for many persons in India.

Lind Invest specifically supports one of the children's homes, Boys' Home, which housed 32 boys in 2016. This report analyses the value creation in Boys' Home.

Boys' Home

Boys' Home is a children's home for marginalised young boys, who has lived a tough life on the street, with the purpose to have a place called "home" with safety and care.

It opened in 2014 and has helped many boys and families

since then. Today, the youngest boys living at Boys' Home are 6 years old and the oldest boys are 15 years old.

During their time at Boys' Home they get care, comfort and nutrition by the people working at LittleBigHelp. They go to the local school and at Boys' Home they have many opportunities to do sports, music, drawing, meditation and other recreational activities. Many of the children have traumas from the life on the street and therefore the staff at LittleBigHelp help them to work these out with counselling. The staff focus on each individual boy. They guide them in each boy's personal development process and help them to find their dreams, their strengths and potential. The boys get counselling about challenges in life so they become prepared to the life outside of Boys' Home. When they turn 18 years old the boys move out Boys' Home, but they are offered to live together with other boys, who have also left Boys' Home. In this way LittleBigHelp hopes that the boys can help and support each other afterwards. The staff at Boys' Home stay in contact with the boys to follow their progress and help them get a good beginning in their adult life.

Most of the boys, who live at Boys' Home are found on the street when the social workers and volunteers at LittleBigHelp do outreach work in the slum. Here they find boys, who struggle with physical and psychological problems, and the social workers help them in their situation. They advise them and check their medical status to ensure that their health is good. Many of the boys have family, who they remain to be in contact with. Family members are involved in the boys' life, circumstances and the positive effects in Boys' Home. The boys can only move in at Boys' Home by the parents' consent.

Boys' Home is organised with a Supervisor as the head of the home, who is responsible for the children, the staff and the volunteers. Besides the Supervisor there are four child and youth workers, who can support the children all day and all night. Furthermore, there are teachers, doctors and psychologists, who are in the house when needed. The Project Manager and Programme Director from LittleBigHelp as well as other persons from the management are in the Boys' Home several times a week.

Theory of change

A tool to understand the process from activity to impact is the theory of change⁴. A theory of change illustrates how change happens within an organisation, how the stakeholders experience it and which consequences the change has for the stakeholders. The theory of change is also used to guide the analysis. For Boys' Home, the main point of the theory is that the activities and the life at the Boys' Home will benefit the boys in the present and future and hopefully help them to achieve a better

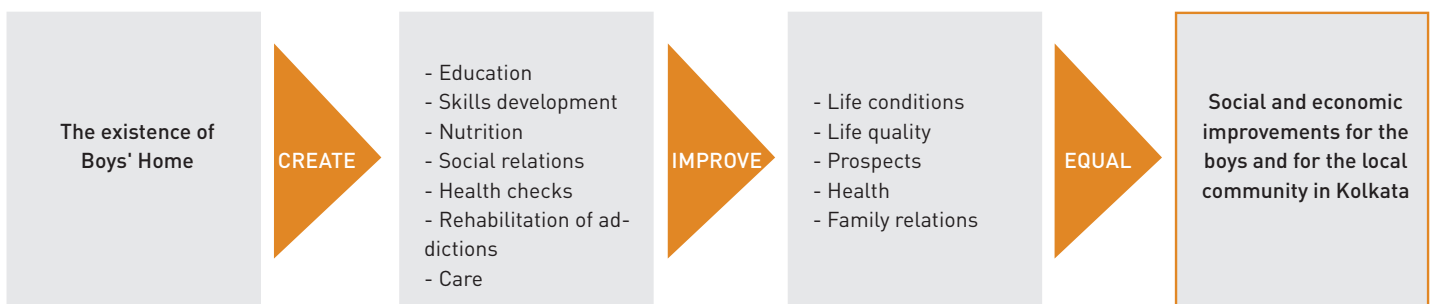
life. The boys come from very bad conditions living on the street, struggling each day to get food and money, and unable to have a normal life with good relations to family and friends. Furthermore, their health is affected badly and their prospects are poor, and therefore they are expected to continue to live a life in this negative circle. At Boys' Home, the boys get a safe feeling, care from the staff, go to school, get health checks and meals and they get new friends. Also, they develop personally by doing social activities and pursue hobbies. All these activities

and changes are expected to improve their life conditions and life quality, the boys' prospects for the future, their health and their family relations. These improvements are very certain since the activities are life-changing and helps the boys to change their life in a better way. To sum up, the existence of Boys' Home contributes to social and economic improvements for the boys and for the local community in Kolkata. The theory of change is illustrated in figure 1.

TABLE 1: CHARACTERISTICS OF THE BOYS AT BOYS' HOME

CHARACTERISTICS OF THE BOYS AT BOYS' HOME
<p>AT THE BOYS' HOME</p> <ul style="list-style-type: none"> - the boys have a safe place to sleep and live - they go to school - they get friends for life - they can pursue hobbies such as playing music, football, drawing, computer etc. - they are prepared to an adult life away from the street - they get healthy meals - they learn about hygiene and sanitation - they get guidance and counselling about their challenges in life - social relations

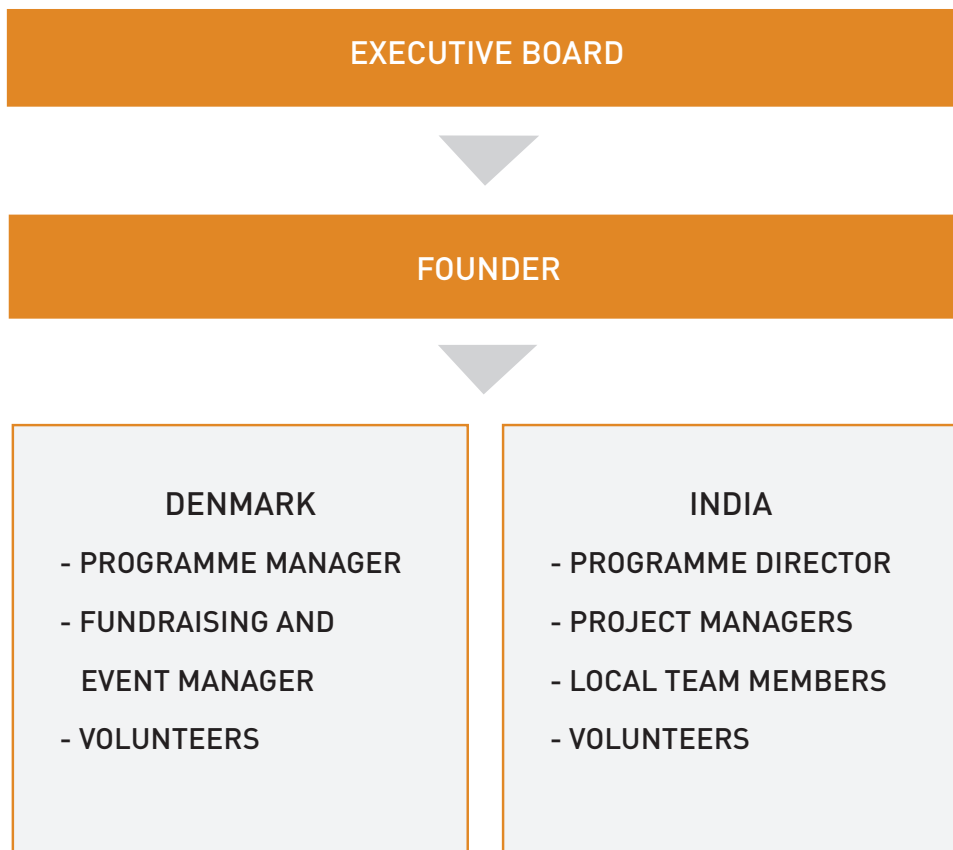
FIGURE 1: BOYS' HOME'S THEORY OF CHANGE



Organisational overview

The management of LittleBigHelp consists of the founder, Lisbeth Johansen, and the Programme Director, Debasish Guha. The organisation is organised in two divisions – one in India and one in Denmark. The division in India focus on the operational tasks containing the help and support to children, women and vulnerable people. In India, the organisation has 70 local team members and two Project Managers, an Admin Manager, and a Manager for Skills Development projects to manage all the projects. The division in Denmark help with the administrative work, fundraising, branding of the organisation and preparing for the annual Charity Gala. In Denmark, there are a team of a Programme Manager, Rebekka Madsen and Fundraising and Events Manager, Rikke Schrøder. Furthermore, many volunteers help with the assignments in Denmark. In figure 2 the organisation is illustrated.

FIGURE 2: ORGANISATIONAL OUTLINE



METHOD

With inspiration from traditional economic approaches such as Return on Investment and Cost-Benefit-analysis, a modern method has been developed to quantify and value effects on target groups and society created by social projects and organisations. The method is called Social Return on Investment.

This analysis of Social Return on Investment is based on the method developed by former Office of the Third Sector (OTS) in the Cabinet Office of the UK Government⁵. The method is not fully perfect and is still being developed as it is used in practice, and there are also other methods to measure social impact⁶. The method has some strengths and weaknesses, but it has been agreed to work well. The method has been used by various research institutes and funds for studies of social projects and organisations. The analysis is based on this method because it is comprehensive and covers many stages of organisations' social impact.

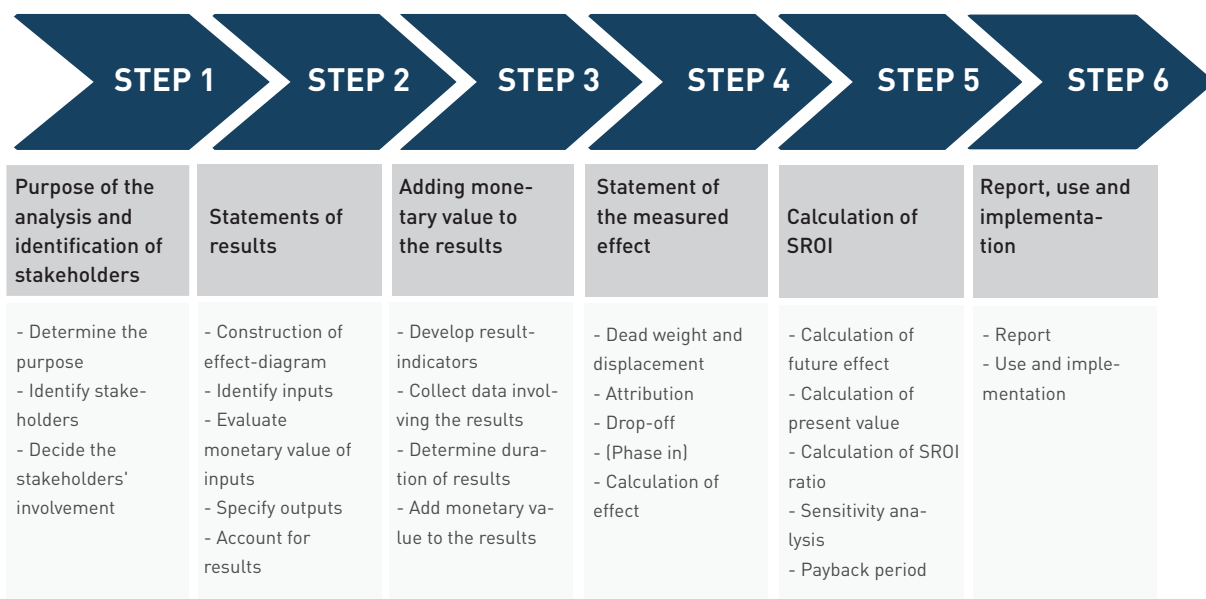
The method is a process of understanding the social impact being created in an organisation and how to measure this impact. The process starts with an identification of the individuals who are affected by the social project and experience an effect from the project. These are referred to as stakeholders. The stakeholders are categorised in groups as they experience different effects by the project.

Afterwards the effects are assessed and evaluated. These effects are given a monetary value based on economic principles, and then the total value is calculated. This value is then used as a measure of the impact created by the social project.

It is important to understand that the SROI analysis is not just a financial measure of the social impact. It is important to consider the process of the analysis as an essential result. The process illustrates which stakeholders are affected and how they are affected. This helps the organisation to understand how they help the stakeholders and where they create most value. For management, it must be considered an important tool for further development of the organisation to benefit the individuals and society even more. The analysis can also be used to communicate the effects created to external stakeholders.

The SROI method is based on six steps, which will be the setup for this analysis as well. First the purpose of the analysis is defined and the stakeholders are uncovered. Next is an identification of inputs and results that are valued. The SROI ratio is calculated along with a sensitivity analysis of the results. Finally, a conclusion of the analysis can be made. The different steps are illustrated in figure 3.

FIGURE 3: THE SIX STEPS IN THE SROI ANALYSIS



There exist different statistical methods to increase the validity of the results in an analysis⁷. Table 2 shows the levels of analysis and the statistical methods used at each level. Higher levels of analysis result in a stronger cause-effect relationship and more valid results, but lower levels of analysis are still valid – the cause-effect relationship is not strong, though. This analysis of LittleBigHelp is based on level 1 where data on the boys at Boys' Home is studied and their situation before and after moving into Boys' Home is analysed. It will be possible to make an analysis on a higher level in the future when more data can be collected and randomised experiments could be executed.

The design is based on the development and improvement of the boys at Boys' Home and how this will affect their lives in the future. The analysis is a forecast of the

outcome that the boys will achieve in the future. This is based on some assumptions made on the background of empirical knowledge about life improvement, effects of education and employment. These assumptions are discussed in Appendix 2. Since the boys come from a life on the street with very bad conditions for life improvement and employment, it is very certain that Boys' Home's intervention has an important and life changing effect on the boys. Therefore, it has been possible to measure the effect caused by LittleBigHelp in Boys' Home. Another variable that might affect the boys' life is family, but it is believed that LittleBigHelp creates the biggest impact on the boys.

TABLE 2: LEVELS OF ANALYSIS AND THE STATISTICAL METHODS⁸

LEVEL	DESIGN	STATISTICAL METHOD
5	Randomised trials	Evaluations of well-arranged random assignment of treatment to subjects in treatment and control groups.
4	Quasi-Experiments	Evaluations that use a naturally occurring event (which makes the treatment assignment as good as random).
3	Matching techniques: Regression analysis	Non-experimental evaluations where treatment and comparison groups are matched on observable characteristics.
2	Simple comparisons	Studies of two groups: a treatment group and comparison group. In this method differences among the groups are not controlled for.
1	Pre- and post analysis	Studies of outcomes measured pre- and post-treatment. No comparison group is used.

DATA

The analysis of Boys' Home is made on quantitative data and qualitative data based on the boys in the project. Generally, it is often difficult for social projects and organisations to collect valid data to measure the value created. A reason for this is that the primary focus for social projects and organisations is to help and support the target group and use all resources to improve the situation for the target group. It is only secondary that organisations focus on data collection and evaluation of the effects. LittleBigHelp has collected the needed data for the SROI analysis in close dialogue with the author. The data used in the analysis follows the financial year 2016/2017 from 1 April 2016 to 31 March 2017.

The input consists of data on operating expenses for Boys' Home, indirect operating expenses, non-financial gifts, expenses to education for the boys in public school and volunteers' working time. The output is based on the number of boys at Boys' Home and their social and educational improvements, and the number of volunteers, who have experienced a well-being effect because of their work at LittleBigHelp. Furthermore, data on the boys' parents is also used in the section "Other value creation".

Data on the number of boys, parents, volunteers, employees, operating expenses and contributions to LittleBigHelp are all collected by LittleBigHelp during 2017. Surveys and interviews that are used to evaluate on the boys' development are designed by Lind Invest in collaboration with LittleBigHelp in the first half of 2017. The surveys

have been answered with help from staff at Boys' Home by the 10 oldest boys at Boys' Home ranging between the age of 10 years and 15 years in the end of August 2017. This is considered a valid and representative sample, but the survey participants have not been chosen randomly. Younger boys would not be able to reflect on their progress and improvements, and are therefore not able to answer the questions. Thus, the oldest boys have been chosen on purpose to improve the quality and validity of the survey results.

Extern data has been used in the analysis as well. For instance, data on employment and wages in India has been used in the report. Financial indicators on well-being effects are used from the Social Value Bank⁹. This is a database based on 20 years of research in social value measurement for citizens in United Kingdom. The values have been calculated from statistical methods and are therefore considered very valid in this area. The social values have been converted from values for UK citizens to values for Indian citizens by using GDP per capita in 2016 (current USD) in United Kingdom and India¹⁰. This modification adjusts the social values for Indian citizens to the living conditions and wealth in India. In this way, the social values become lower for Indian citizens. There might be uncertainties in using these values and the conversion. This is discussed in Appendix 2. All values in the analysis are valued in Indian rupees (INR)¹¹.

¹¹ Bloomberg, Exchange rate for 2016: GBP 1 = INR 91,06

STAKEHOLDERS

The stakeholders in Boys' Home are described in this section. Each stakeholder is presented and accounted for how they are affected by the organisation. Not all stakeholders are included in the analysis because of the focus of the analysis.

The boys at Boys' Home

The boys at Boys' Home are the most important stakeholders for the existence of Boys' Home. They get a life improvement as they leave the life on the street and enter Boys' Home where they get a safe place to sleep. Furthermore, they are treated well with nutrient food, comfort and personal care. They attend school and they can do the hobbies that they like at Boys' Home or in the local area. All together the boys get a normal life with good health, education and better prospects than before. Furthermore, they get friends and feel included as a part of a social group. If they have a problem or challenge with anything they can get help and advice from the people at Boys' Home. Some of the boys also had drug/alcohol issues when they lived on the streets, at Boys' Home they get help to deal with this.

The boys are included in the output section.

The parents and family to the boys

When the boys move in at Boys' Home the family will be affected by this. Firstly, the parents and family will have time to focus on their own life situation. Many of the families struggle with personal issues, social problems and unemployment. When they do not have a child to look out for they can hopefully deal with these problems and get a better life. Secondly, the parents and family feel happy to know that their boy is at a good place with comfort and care. LittleBigHelp is having an ongoing dialogue with the family to inform about their child's progress and health. The families are very pleased to hear about this and they believe that LittleBigHelp is the right place for their children.

The parents are not included in the analysis, because it was not possible to get survey answers from them. A group meeting was held and they told about their improvements, but since we do not have exact data on their improvements we cannot include them. Instead there effects are discussed in the section "Other value creation".

The contributors

The contributors are together in a big group of many private contributors as well as companies, foundations and organisations. Also, the public is included in this group as it finances the public schools that the boys go to. They are stakeholders through their financial contributions to Boys' Home and LittleBigHelp. They are important for the existence of the organisation and its activities. It is assumed that their contributions help the boys at Boys' Home and the other vulnerable people at LittleBigHelp, and this

action of helping creates an improvement of life quality or well-being for the contributors. It cannot be generalised to all contributors nor measured for the group and therefore this well-being on the outcome side is not included. This group is included in the analysis on the input side only.

The volunteers

The volunteers are also an important group for the day-to-day work at Boys' Home. This group consists of both local volunteers and international volunteers. They invest their time and energy in the project and get a personal return of both working experience and well-being. They are important for LittleBigHelp as they work for free and come with different competences from all around the world. These competences are used to create new activities, improve the daily working routine and provide good education for the children.

The volunteers are included on the input side and the output side.

The employees and management at LittleBigHelp

LittleBigHelp is an organisation operated by employees and management. The management has the overall responsibility and strategy for the development of LittleBigHelp and Boys' Home. The employees are working together with the volunteers on the day-to-day work. As stakeholders, they do a lot of work for the organisation to make it operate properly and in return they get an income. The input is the time they work and the output is the work they do. Their work makes the organisation operate. The output for this group is thus the operation of the organisation – included are the activities and support for the persons at LittleBigHelp. Their work creates the outcomes for the boys and volunteers, and the focus of this analysis is on the target group – the boys. It can also be assumed that the time at LittleBigHelp and the contact with the boys have a well-being effect on the employees and management, which makes them happy and improve their life quality. These effects are not included, because the output is the operation of the organisation – not the individual output of each employee.

The employees and management are included indirectly in the operating expenses of LittleBigHelp as input and have no output.

The local community

The local community is affected by Boys' Home. It is considered a stakeholder because LittleBigHelp affects the people living in the local community. First, the community experience that street children move away from the street. They move in to Boys' Home and are helped with their issues, and learn how to live a proper normal life. Afterwards the boys will join the community again, responsible and involved in the activities and work

in the community. It is expected that they will encourage other street children to make a change and they bring hope of a better life to them. The boys at Boys' Home help solve social problems in the community and they affect the community positively both socially and economically. It is difficult to measure these effects and thus the local community cannot be included in the analysis. Some of the effects are mentioned in the section "Other value creation".

The boys at Boys' Home, the contributors and the volunteers are used further on in the analysis.



TABLE 3: OVERVIEW OF THE STAKEHOLDERS IN BOYS' HOME

GROUP	EFFECT	INCLUDED IN ANALYSIS?
The boys at Boys' Home	They come from a tough life on the street and get a life improvement with education, comfort, nutrition and better prospects.	Yes. The group is included as output.
The parents and family to the boys	They get more time and energy to focus on their own life situation as well as joy of knowing that their children are safe and well.	No. The group is not included. However, they are mentioned in the section "Other value creation".
The contributors	This group contribute with donations to LittleBigHelp and thus help secure the existence of Boys' Home.	Yes. The group is included as input.
The volunteers	The volunteers invest time to help the boys at Boys' Home. In return, they experience improved life quality and valuable work experience by volunteering.	Yes. The group is included both as input and output.
The employees and management at Little Big Help	They are all part of the daily operations in LittleBigHelp and are important to make sure the organisation is running well.	No. The group is included indirectly in the operating expenses as input.
The local community	The local community is expected to experience fewer children living on the streets as well as improvement in the children's life conditions.	No. The group is not included.

TABLE 4: PROFILING THE TARGET GROUP AT BOYS' HOME**PERSONA OF A BOY WHO LIVES AT BOYS' HOME**

- HAS LIVED ON THE STREET OR THE SLUM FOR A LONG PERIOD
- DID NOT ATTENDED SCHOOL REGULARLY
- MIGHT HAVE HAD TO STEAL OR BE IN CHILD LABOUR TO GET AN INCOME
- FAMILY DOES NOT OR ARE NOT ABLE TO HELP OR SUPPORT THE BOY
- FAMILY MIGHT BE LIVING ON THE STREET AS WELL
- MIGHT BE ADDICTED TO ALCOHOL, DRUGS AND/OR GLUE

TABLE 5: HOW THE BOYS FEEL THAT BOYS' HOME HAS HELPED THEM¹²**IMPACT ON THE BOYS AT BOYS' HOME**

- EDUCATION
- HEALTH
- FOOD
- MOTIVATION
- HAVE GOOD COMPANY
- CLOTHES
- AMBITIONS
- TO BELIEVE IN DREAMS

¹² Based on survey results on the boys at Boys' Home



CALCULATION INPUT

In this section, the impact created by Boys' Home at LittleBigHelp is analysed and the SROI ratio is calculated for the project. The analysis has been structured as follows. First the input is described and calculated. Afterwards the output and outcome is described and valued. Adjustments such as deadweight and attribution are accounted for and used in the calculation of the total net input and total net effect. The calculations are based on some assumptions – these assumptions are discussed later. Lastly, the total net input and total net effect is used to calculate the SROI ratio. In the end, a payback-period and sensitivity analyses of different parameters are illustrated and explained in detail.

The analysis is a forecast that looks at a long-term perspective of 24 years in total. The analysis is based on the data on the financial year 2016/2017. It follows the value creation based on when 32 boys enter Boys' Home at the average age of 6 years old and to the boys moves out of Boys' Home at the age of 18 years old. During the stay at Boys' Home the boys experience outcomes. Afterwards it is expected that the boys will experience positive effects for at least 12 years after moving out of Boys' Home. Therefore, the analysis follows the boys from the age of 6 years old to 30 years old. The total input is for the 12 years that the boys are living at Boys' Home and the total outcome is for the 24 years in total. Some of the value creation is very certain, especially, the time the boys are at Boys' Home. However, the value creation becomes more uncertain when the boys leave Boys' Home, therefore, some assumptions are made during the analysis. The uncertainties and assumptions are challenged in several sensitivity analyses and are discussed in Appendix 2.

A full view of inputs, outputs and outcomes as well as financial proxies and adjustments can be found in the Impact Map in Appendix 1.

INPUT

Input can also be considered as the investment in the organisation. Input contains all the elements that ensure the existence and operation of Boys' Home. This is financial input such as operating expenses and indirect operating expenses. It is non-financial gifts to the organisation and it is also volunteer input such as time valued in monetary terms.

The users' time can also be considered an input. In this case, the users are the boys. Boys' Home exists for the boys and Boys' Home would not create an impact if the boys did not come to the organisation to be helped. Instead the boys could have spent their time at another organisation and in this case Boys' Home could not have helped the boys create any outcomes. Therefore, the user's time in the organisation is important for the

outcomes to happen.

Following the guidelines of OTS it is agreed not to include the user's time in SROI analysis¹³. Therefore, the user's time is not included in this SROI analysis of Boys' Home. One central assumption is that the input in Boys' Home of the financial year 2016/2017 reflects an average year for the organisation. Therefore, the input of this year is used to calculate the total input for a 12-year period, which is used in the analysis to measure value creation. It has been considered that the elements in the input change during a 12-year-period due to many reasons. However, it is uncertain to predict how the input changes and therefore the input is assumed to be constant each year. Instead it is assumed that the input of the financial year 2016/2017 can be generalised as an average annual input of Boys' Home.

Operating expenses

The operating expenses are directly transferred from the financial statement for Boys' Home 2016/2017. These expenses cover all the costs there have been in Boys' Home to its activities and to ensure the daily operation of Boys' Home. This is costs to meals, clothes, equipment, transportation expenses, personnel costs and overheads such as gas, electricity and rent.

The value of operating expenses for the financial year 2016/2017 is INR 6,495,678.

The total value of operating expenses for a 12-year period is INR 77,948,136.

Indirect operating expenses

This input is the indirect costs that Boys' Home face being a part of the LittleBigHelp organisation. Boys' Home could not exist without LittleBigHelp and since the organisation has some overall expenses to administration, rent, depreciation, salaries, food and more, the share of these to Boys' Home should be included. It is assumed that all projects in the organisations have equal shares of the expenses. Two organisations are related to Boys' Home: LittleBigHelp Denmark and Bikash. Next the shares of indirect costs in the two organisations in the financial year of 2016/2017 are accounted for and afterwards calculated in total for the input.

The overheads and administrations costs from LittleBigHelp Denmark are calculated to be INR 10,253,745. Divided on 9 projects that are in the organisation the share for Boys' Home is calculated to be INR 1,139,305.

The overheads and administrations expenses from Bikash are INR 367,242. Seven projects are covered by Bikash's administration. Furthermore, there has been a single expense for Boys' Home of INR 10,000. The share of indirect operating expenses for Boys' Home is calcu-

lated to be INR 62,463.

Summing the overheads and administration costs, the total value of indirect operating expenses in the financial year 2016/2017 is INR 1,201,768.

The total value of indirect operating expenses for a 12-year period is INR 14,421,216.

Non-financial gifts

The organisation receives non-financial gifts to use in the projects and activities. Boys' Home does also receive some of these gifts – it could be rucksacks, clothes, equipment to school or hobbies, furniture to Boys' Home etc. Without these gifts, Boys' Home would have had extra costs in buying the things themselves. Also, some financial gifts in LittleBigHelp are important to get funding for Boys' Home.

LittleBigHelp Denmark receives many non-financial gifts for its annual Charity Gala. This event is used to attract contributors and receive donations for the projects in LittleBigHelp. Non-financial gifts for LittleBigHelp in the financial year 2016/2017 had a value of INR 19,302,938. Assuming that all projects benefit equally from the non-financial gifts the non-financial gifts are divided by the 9 projects. The share of these for Boys' Home is INR 2,144,771.

Boys' Home received non-financial gifts directly. The value of the non-financial gifts is INR 70,000.

The total value of non-financial gifts for Boys' Home in the financial year 2016/2017 is INR 2,214,771.

Multiplied by 12 years assuming that the value of non-financial gifts is equal each year the total value of non-financial gifts over a 12-year period is INR 26,577,252.

Expenses to public school

The boys go to a local school and this is an expense for both the public and Boys' Home. The expenses to public school for Boys' Home are covered in the operating expenses.

Volunteer input

The volunteer input consists of the invested time in activities at Boys' Home contributed by both local volunteers and international volunteers. Volunteer time is considered an input, because their time and help is important for the activities and operation of the organisation. Without the volunteers, the organisation would either need to hire more employees, which will require increased cost due to wages to the new employees, or reduce the projects, activities and/or number of boys helped. Therefore, the volunteer input is valued as a monetary value to be

included in the analysis. So far, there is no consensus of how volunteer time is valued exactly¹⁴. However, a commonly used method in SROI analysis is to estimate the cost for a paid employee to do the same type of work as the volunteer¹⁵.

From the organisation's perspective volunteers' working time is a substitute to employees' working time. This means that the organisation does not have to employ persons, who need to be paid a wage for their work, because volunteers do this work without being paid. Volunteers also bring skills to the project, which helps the organisation in other ways as well. The organisation benefits from volunteers as an input and this has a value to the organisation and the volunteers themselves. The volunteers face an opportunity cost as they choose to work voluntarily for free rather than working for a wage. Opportunity costs are valued differently depending on the country the volunteers come from. An estimate to value this opportunity cost is the minimum wage.

LittleBigHelp has volunteers from Denmark and from India, and the minimum wage is different in the two countries. The economic intuition is that Danish citizens have a higher educational level and different skills from Indian citizens and that the minimum wage reflects this skill set. If LittleBigHelp should change a Danish volunteer to an employee, it would have to be an employee with the same skills as the Danish volunteer. Hiring a person from Denmark will cover these skills and the price for hiring this person would be the minimum wage. An uncertainty in this assumption is that some volunteers might have higher skills and thus a higher wage should apply for them. However, this is not common and it is assumed that this does not apply in the case of volunteers at LittleBigHelp. Thus, the minimum wage for the volunteer's home country is used in the analysis.

For the Danish volunteers, the minimum wage has been estimated to be DKK 115 per hour based on an average of the minimum wages in 11 industries¹⁶. For the Indian volunteers, the minimum wage has been estimated to be INR 38 per hour based on the minimum wage for the agricultural sector in India¹⁷. It is calculated on a working day of 9 hours¹⁸.

The Danish volunteers contributed 920 hours of voluntary work to LittleBigHelp and Boys' Home in the financial year 2016/2017. Of this total 209 hours are related to Boys' Home, whereas the rest relates to other projects. This is a volunteer input of INR 240,014.

The Indian volunteers contributed 260 hours of voluntary work to Boys' Home in the financial year 2016/2017. This is a volunteer input of INR 9,880.

The total volunteer input in the financial year 2016/2017 is INR 249,894.

Furthermore, many volunteers do in general enjoy working voluntarily and would work voluntarily in any organisation, because of the benefits of volunteering¹⁹. The volunteers appreciate helping other people and getting working experience. They have no opportunity cost of working voluntarily and therefore the value of their volunteer input is valued to be zero. This is a deadweight to the input that should be accounted for in the analysis. Studies show that quite many volunteers would work voluntarily anyways because they are motivated of helping other persons²⁰. On this background, we assume that 50 % of the volunteer input is deadweight and this is subtracted from the total volunteer input. This uncertainty of this estimate is mentioned in Appendix 2.

The deadweight of the input is INR -124,947.

Calculating the volunteer input and subtracting the deadweight net value of the volunteer input in the financial year 2016/2017 is INR 124,947.

For a 12-year period the net value of the volunteer input is calculated to be INR 1,499,364.

Total net input

The total input is the accumulation of operating expenses, indirect operating expenses, non-financial gifts, annual expenses to public school and volunteer input for a 12-year period. The total net input for Boys' Home is calculated to be INR 128,517,168 over a 12-year period. Table 6 is an overview of the elements in the input.

TABLE 6: OVERVIEW OF THE INPUT IN BOYS' HOME

	NET INPUT (INR)
Operating expenses	77,948,136
Indirect operating expenses	14,421,216
Non-financial gifts	26,577,252
Volunteer input	1,499,364
TOTAL NET INPUT	120,445,968

VALUE CREATION

The input creates activity in the organisation, which leads to effects that create value for the stakeholders. This process is called the value creation and this gives an overview of where the value is created for the stakeholders and how it is created in the activities in the organisation. First the output is described. Afterwards the outcomes related to the output are analysed. The outcomes are valued by using financial indicators. All the values are adjusted by considering parameters that affect the outcomes and from this the net value of the outcomes is calculated. The net value of outcome is divided with net input to calculate the SROI ratio of Boys' Home.

OUTPUT

Output is the activity created in a project or organisation. This is related to the stakeholders. At Boys' Home, the following output has been identified in the financial year 2016/2017:

- 32 boys live at Boys' Home
- All boys go to school

The output for the volunteers involved in the work at Boys' Home is:

- 469 hours of voluntary work
- 3 Danish volunteers and 1 Indian volunteer engaged in voluntary work over a month

OUTCOME

Outcome is the effect created from the output as it is experienced by the stakeholders. In the case of Boys' Home, it is expected that outcomes happen for the boys already from the first year after they moved in. Also, the volunteers, who have been working voluntarily more than a month, experience an outcome from the voluntary work in terms of well-being improvement. After the boys leave Boys' Home it is expected that they will continue to experience outcomes due to their development at Boys' Home. However, only outcomes that can be credited Boys' Home and LittleBigHelp are included, because the purpose of the analysis is to look at the value creation caused by Boys' Home. The outcomes consist of two elements: well-being improvements and employment effects. This section is therefore divided in two parts to account for the outcomes separately. First, the well-being improvements for the boys and volunteers are analysed. Next, employment effects and the associated increased income for the boys are analysed. Afterwards both well-being improvements and employment effects are combined to get the net value of outcome called the net effect. Then the SROI ratio is calculated.

CALCULATION

WELL-BEING IMPROVEMENTS FOR THE BOYS

WELL-BEING IMPROVEMENTS FOR THE BOYS

To assess the well-being improvements experienced by the boys at Boys' Home a survey has been conducted. The results of the survey are listed below:

- 80% of the boys have experienced an improvement in overall health as they leave the life on the street to live at Boys' Home – this is 26 boys.
- 80% of the boys have moved from an unsafe place on the street to a safe place to sleep at Boys' Home – this is 26 boys.
- 70% of the boys feel that they are a part of a social group after moving in at Boys' Home – this is 22 boys
- 100% of the boys feel that Boys' Home is a place, where they can get help and advice – this is 32 boys.
- 20% of the boys had drug/alcohol addiction issues before and have been relieved from these due to medical help at Boys' Home – this is 6 boys.

Based on these results it is assumed that the outcomes are experienced for the boys each year they live at Boys' Home. Some of the improvements might change over time, but it is assumed that these estimates cover the average well-being improvements during any year and therefore that these estimates cover the long-term well-being improvements of the boys. This means that all the well-being improvements are experienced by the boys for 12 years as they live at Boys' Home from when they are 6 years old to when they turn 18 years old.

After they move out of Boys' Home they are expected to continue to experience the well-being improvements as well. However, the outcomes become more uncertain over longer periods and some of the well-being improvements are expected to disappear, because the boys only experience them at Boys' Home. The well-being improvement of having a safe place to sleep and being part of a social group are outcomes that are only experienced at Boys' Home. This is because Boys' Home facilitate that the boys have a safe place to sleep and that they are in a group, where they learn to socialise with other boys. Afterwards the boys might continue to live in a home that can be considered a safe place to sleep, and they might also have friends. However, this is not necessarily due to Boys' Home, because they do not have any influence on this anymore. To be strict and sure not to overestimate the value creation, these outcomes disappear when the boys move out of Boys' Home.

On the other hand, the improvement in overall health, the outcome of having Boys' Home to get help and advice, and the relief of drug/alcohol addiction issues still apply to the boys afterwards and are expected to have a long-lasting impact. Boys' Home help them to achieve good health and get rid of the addiction problems, and these outcome does not just stop when they move out. The boys

have learnt that they need to be aware of these issues and therefore the boys are expected to continue experiencing the outcomes. Also, the boys are aware that they can always go to Boys' Home if they need help or advice, and this outcome will follow them. It can be assumed that these outcomes will follow the boys for the rest of their life. However, this is very uncertain since many factors can affect the boys during a life time. To be conservative and avoid a high degree of uncertainty a time horizon of 12 years has been chosen. From this, the well-being improvement of good overall health, advice and help, and relief from addiction are experienced outcomes for the boys for 12 years after they move out of Boys' Home.

To sum up, the well-being improvements caused by Boys' Home will be experienced by the boys for a period of 24 years from when they are 6 years old to 30 years old. All five well-being improvements are experienced at Boys' Home for the first 12 years, whereas it is only improvement in overall health, the outcome of having Boys' Home to get help and advice, and the relief of drug/alcohol addiction that are experienced for the next 12 years. All outcomes are adjusted in the "Adjustments"-paragraphs to prevent from overestimating the effects and to account for some of the uncertainties that appear on long-term. Next each of these outcomes are valued with a financial indicator.

Financial indicators

To measure the value of the well-being improvements the social values on well-being valuation from the Social Value Bank are used as financial indicators²¹. As mentioned in the section "Data" the values are converted to an income level of Indian citizens. The social values represent the increased well-being experienced by one individual for one year²². Therefore, the social values are multiplied by the number of years that the boys experience outcomes. Furthermore, the social values depend on the individual's age and therefore some of the outcomes have two social values applied for the boys. One social value from when a boy moves in at Boys' Home to he turns 25 years and a second social value from the age of 25 to the age of 30. The changes in social values based on age are due to the methods and research on well-being valuation²³. For each well-being improvement, the social value is listed.

For the well-being improvement in overall health the social value for the outcome "Good overall health" from the Social Value Bank is used. Until the boys are 25 years old the social value used is INR 1,792,526 per year. When the boys are 25 years to they turn 30 years the social value is INR 2,245,822 per year.

For the well-being improvement from moving from an unsafe place to a safe place to sleep the social value for the outcome "Rough sleeping to secure housing" is used. This social value has the same value for all ages and therefore the social value used in the analysis is INR 2,591,911 per year for the boys.

For the well-being improvement of being a part of a social group the social value for the outcome "Member of social group" is used in the analysis. This outcome is only experienced by the boys at Boys' Home (12 years). The social value used is INR 265,237 per year.

For the well-being improvement of having Boys' Home as a place to get help and advice the social value for the outcome "Able to obtain advice locally" is used. Until the boys are 25 years old the social value used is INR 326,866 per year. When the boys are 25 years old to 30 years old the social value is INR 204,308 per year.

For the well-being improvement of being relieved from drug/alcohol addiction the social value for the outcome "Relief from drug/alcohol problems" is used. Until the boys are 25 years old the social value used is INR 748,871 per year. When the boys are 25 years old to 30 years old the social value is INR 750,215 per year.

Adjustments

Some of the outcomes created by Boys' Home could have occurred on its own or due to other factors. To get the net effect the outcomes are adjusted. The adjustments are categorised in four parameters: deadweight, displacement, attribution and drop-off. These parameters are used to adjust the impact of Boys' Home to get the value that can be credited Boys' Home only.

Deadweight

This is a classic element of cost-benefit analyses, which indicates how much of the impact that would have happened anyways if the activity had not existed. In this case, the deadweight is the share of well-being improvements that would have been experienced by the boys even if they had not joined Boys' Home.

- No deadweight has been identified for the well-being improvements. This is based on the circumstances and prospects for street children in India. Many children live on the street and very few leave this situation to get a better one without help. It is quite common that the street children get a job in the unorganised informal sector, and thus at least an income, which is positive for them. However, this holds them in poverty and they continue to live on the street with no improvement in well-being. Therefore, it is reasonable to assume that no children would experience

well-being improvements.

Displacement

This parameter considers whether the activity has displaced a positive effect or created an unintended effect. There have not been found any displacements in the analysis of Boys' Home, since it is believed that no positive effects have been displaced due to the activities of Boys' Home and because no unintended effects caused by the activities of Boys' Home have been found.

Therefore, this parameter is not included in the analysis.

Attribution

This parameter accounts for other factors that should be attributed some of the effect created in the activity. This can be friends, family, other organisations etc. In this case, the boys could be expected to get help from families and friends during their time at Boys' Home. The following attribution had been identified and estimated:

- Only for the well-being improvement of being part of a social group is attributed other factors by 25%. Here, it is believed that the well-being of being a part of a social group is also due to the other boys in the group. Without them there would be no social group and the boys would experience very little of the effect. Therefore, the other boys are attributed some of the outcome. However, Boys' Home facilitate the activities for the boys and without their initiative the social group would not be there. Therefore, Boys' Home should still be credited a large share of the effect.

Drop-off

The drop-off accounts for how much of the effect that is dropped off over a period. Since the analysis looks at a perspective of 24 years it is reasonable to assume that some of the effects are reduced over time.

The following drop-off has been identified and estimated:

- To be consistent, all well-being improvements are reduced by 1% for each year they are experienced by the boys. Therefore, the drop-off of each well-being improvement for the boys is estimated to be 12% for the time as they are living at Boys' Home.
- When the boys move out it is expected that the effect is reduced twice as much, because there are more uncertainties when the boys live on their own and away from Boys' Home. Here, it is assumed that the drop-off is 24% for a period of 12 years after moving out of Boys' Home. This applies for the improvement in overall health, outcome of having Boys' Home as a place to get help and advice, and for the relief from drug/alcohol addiction.

The net effect of well-being improvements for the boys is found by calculating the financial values of the outcomes multiplied by the number of boys (32) experiencing the outcomes in the period of 24 years and taking into account the adjustments. The results are listed in Table 7.

TABLE 7: THE WELL-BEING IMPROVEMENTS OF BOYS' HOME

AT BOYS' HOME	NET EFFECT FOR FIRST 12 YEARS (INR)
Improvement in overall health	18,929,075
Moving to a safe place to sleep	27,370,580
Being a part of a social group	2,100,677
Able to obtain advice and get help	3,451,705
Relief from drug/alcohol addiction	7,908,078
AFTER MOVING OUT OF BOYS' HOME	NET EFFECT FOR SECOND 12 YEARS (INR)
Continued improvement in overall health	18,070,362
Able to obtain advice and get help	2,515,298
Continued effect of relief from addiction	6,834,811
TOTAL NET EFFECT OF WELL-BEING IMPROVEMENTS FOR THE BOYS	87,180,585



CALCULATION

WELL-BEING IMPROVEMENTS FOR VOLUNTEERS

WELL-BEING IMPROVEMENTS FOR THE VOLUNTEERS

Being a volunteer has many positive benefits such as happiness, socialisation, improved mental health and more, which all influence the life satisfaction of the person, who volunteers²⁴. Therefore, the volunteers experience an outcome of the voluntary work they do at Boys' Home and LittleBigHelp.

Considering well-being effects, it is assumed that it demands a certain period of time of voluntary work before a person experiences an effect of being a volunteer. It is also reasonable to assume that not all volunteers experience a well-being effect and that this effect depends on the person's experience from the voluntary work. However, the general assumption is, that the well-being effect from volunteering is equal for all persons and only varies in relation to the income level of the person's home country. In this case, the well-being effect varies between Danish and Indian volunteers.

Financial indicators

The financial indicator is used from the Social Value Bank. This is the social value for the outcome of "Regular volunteering". The social value is modified for Danish volunteers and for Indian volunteers.

For the Danish volunteers, the financial indicator for volunteering is INR 428,588 per year.

For the Indian volunteers, the financial indicator for volunteering is INR 13,238 per year.

Adjustments

As mentioned in the analysis of the well-being improvements for the boys there are adjustments to the outcomes. These are thoroughly described in that section. Out of the four parameters the only relevant are used in

this case. For the well-being improvements for the volunteers, deadweight is analysed. The other parameters have not been found relevant for the outcome.

Deadweight

For the volunteers the following deadweight has been identified and estimated:

- As mentioned for the volunteer input it is expected that 50 % of the volunteers would have worked voluntarily in another organisation. It is assumed that they would have achieved the same outcome of volunteering anyways. Therefore, the deadweight for the well-being improvement for the volunteers is estimated to be 50 %.

The results for the net effect for the volunteers are shown in Table 8.

TABLE 8: THE WELL-BEING IMPROVEMENTS FOR THE VOLUNTEERS OVER 12 YEARS

	NET EFFECT OVER 12 YEARS (INR)
Danish volunteers	7,714,602
Indian volunteers	79,428
TOTAL NET INPUT	7,794,030

CALCULATION

EMPLOYMENT EFFECTS FOR THE BOYS

EMPLOYMENT EFFECTS FOR THE BOYS

This outcome is expected to happen for the 32 boys when they move out of Boys' Home. Since they go to school and learn skills that they can use in a job, their employment situation is expected to improve significantly. First, it is expected that the boys will get into employment directly from Boys' Home and more of them will be employed than if they had not been at Boys' Home. This is due to education and skills that the boys learn in school and at Boys' Home that these effects are expected to happen, which is reasonable and certain to expect.

Therefore, this outcome shows the improvement in employment situation in terms of employment rate and income increase from getting a skilled job.

India is an emerging economy with large economic growth, which is expected to continue for several years²⁵. This will also have an effect on the boys when they become 18 years old and they start working. The economic growth will influence real wage growth and thus increase the expected wages for the boys. Therefore, real wage growth has been included in the analysis. Based on a forecast the real wage growth for India is expected to be approximately 8 % from 2011 to 2030²⁶. This is of course a projection based on estimation and can therefore be influenced by many uncertainties. To be conservative and account some of the uncertainties a real wage growth of 4 % is used. In the sensitivity analyses the real wage growth is tested to see how it affects the SROI ratio if it is higher or lower. Next the financial indicators are listed. The outcomes are adjusted indirectly through the unemployment that is accounted for in the financial indicators.

Financial indicators

The expected wage for the boys if they continued to live on the street is estimated to be INR 4,100 per month²⁷. This is based on a daily wage of INR 176 in India and has been calculated based on a working day of 9 hours and a 48-hour workweek. This wage is based on the labour market conditions in India especially considering job opportunities for street children. The majority of Indian workers are employed in the informal and unorganised sector, where wages are lower than official wages in general. It is the expectation for street children that they will work in this sector as well. There is a high possibility that the expected wage might be even lower, but this estimate has been used to be conservative in the analysis. Furthermore, the expected unemployment rate of this group is estimated to be 15 % based on the labour market conditions for youth in India and the future challenge on job creation for the growing group of labourers²⁸. Both the wage and the unemployment rate are influen-

ced by uncertainties, which are tested in the sensitivity analyses. The unemployment rate subtracts some of the annual income.

The annual income for a boy, who has lived on the street, is calculated to be INR 41,820 in the first year of employment.

The expected wage for the boys after they have been living in Boys' Home is estimated to be INR 20,000 per month, which is based on the assessment of the staff at Boys' Home in relation to the many occupations in West Bengal²⁹. It is very difficult to determine the exact wage for the boys and it will differ between them depending on the job they will get. In a conservative approach of the analysis to account for the minimum increase in income, this estimate of INR 20,000 is thus a minimal expected wage for a skilled job in India. The unemployment rate for the boys at Boys' Home is also expected to be lower than for boys, who live on the street. Here the unemployment rate is assumed to be of 5 %. This rate is estimated a little higher than the national unemployment rate of 3.6 % to account for uncertainties in the future³⁰. The annual income in the first year for the 32 boys after they have moved out of Boys' Home is calculated to be INR 228,000.

The difference between the two annual incomes is INR 186,180 in the first year. This is the increased income for each of the boys. This is the financial value that can be credited Boys' Home due to the organisation's activities and help to the boys. The development in increased income over 12 years of employment is illustrated in Figure 4, p27. The graph illustrates the increased income for a boy from Boys' Home due to the employment effects with a real wage growth of 4 %.

In the first year there is an increased income of INR 186,180 and in the twelfth year the increased income has accumulated to be INR 2,797,504. This is the increased income that each of the 32 boys, when they move out of Boys' Home, will experience after 12 years.

Based on this the total increased income for all the 32 boys can be calculated. After 12 years of employment the total increased income due to the employment effects is INR 89,520,143. This is the financial value in terms of employment effects and increased income for the boys over 12 years - expected from when they are 18 to 30 years old.

An overview of the input and outcome for Boys' Home is shown in Table 9, p27.

FIGURE 4: THE DEVELOPMENT IN INCREASED INCOME OVER 12 YEARS OF EMPLOYMENT FOR ONE BOY AFTER MOVING OUT OF BOYS' HOME AT THE AGE OF 18 YEARS OLD

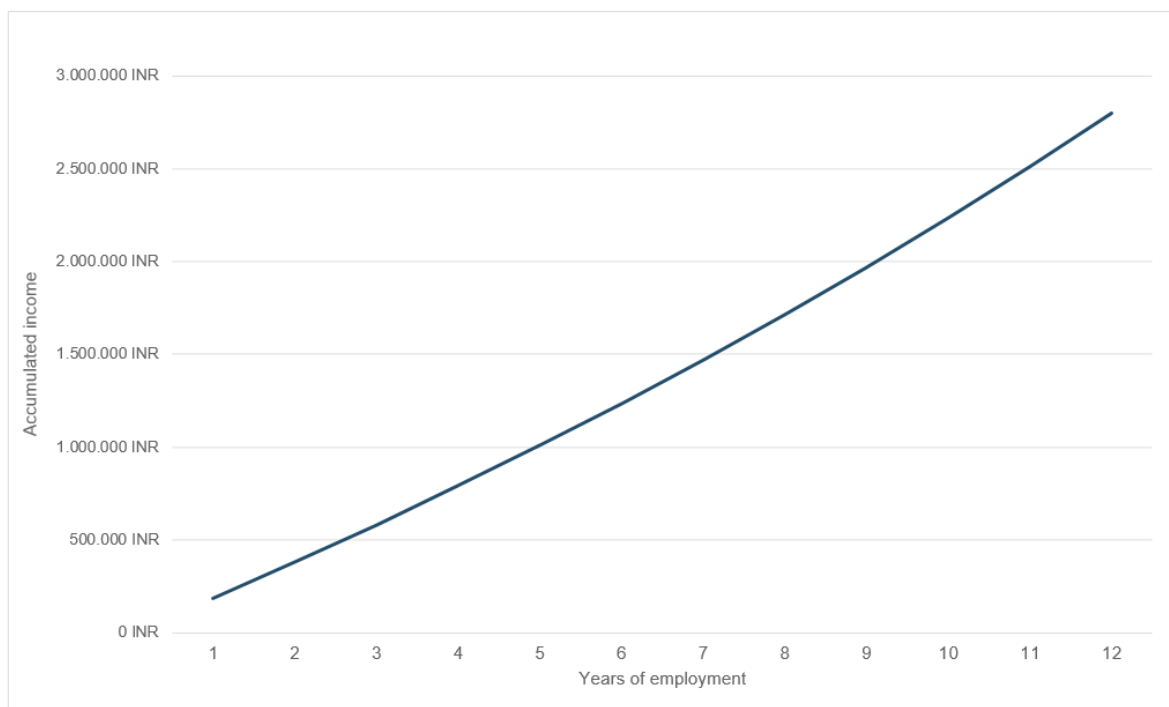


TABLE 9: OVERVIEW OF THE INPUT AND OUTCOME FOR BOYS' HOME

NET INPUT	INR
Operating expenses	77,948,136
Indirect operating expenses	14,421,216
Non-financial gifts	26,577,252
Volunteer input	1,499,364
TOTAL NET INPUT	120,445,968
NET VALUE OF OUTCOME	INR
Well-being improvements for the boys	87,180,585
Well-being improvements for the volunteers	7,794,030
Employment effect and increased income for the boys	89,520,143
TOTAL NET EFFECT	184,494,757

CALCULATION

SROI RATIO

SROI RATIO

In this section, the SROI ratio is calculated. The net input and the net effect has been calculated in the previous sections and are included here. A complete overview of the effects can be seen in the Impact Map in Appendix 1, p37.

The SROI ratio is found by the calculation: total net effect divided with total net input invested in Boys' Home.

The SROI ratio for Boys' Home is calculated to be $184,494,757 / 120,445,968 = 1.53$

This means that for every 1 Indian rupee that is invested in Boys' Home, 1.53 Indian rupees are created in societal value for the stakeholders and society. This accounts for both financial and social value. This is a return of 53 % over a 24-year period.

Type of value

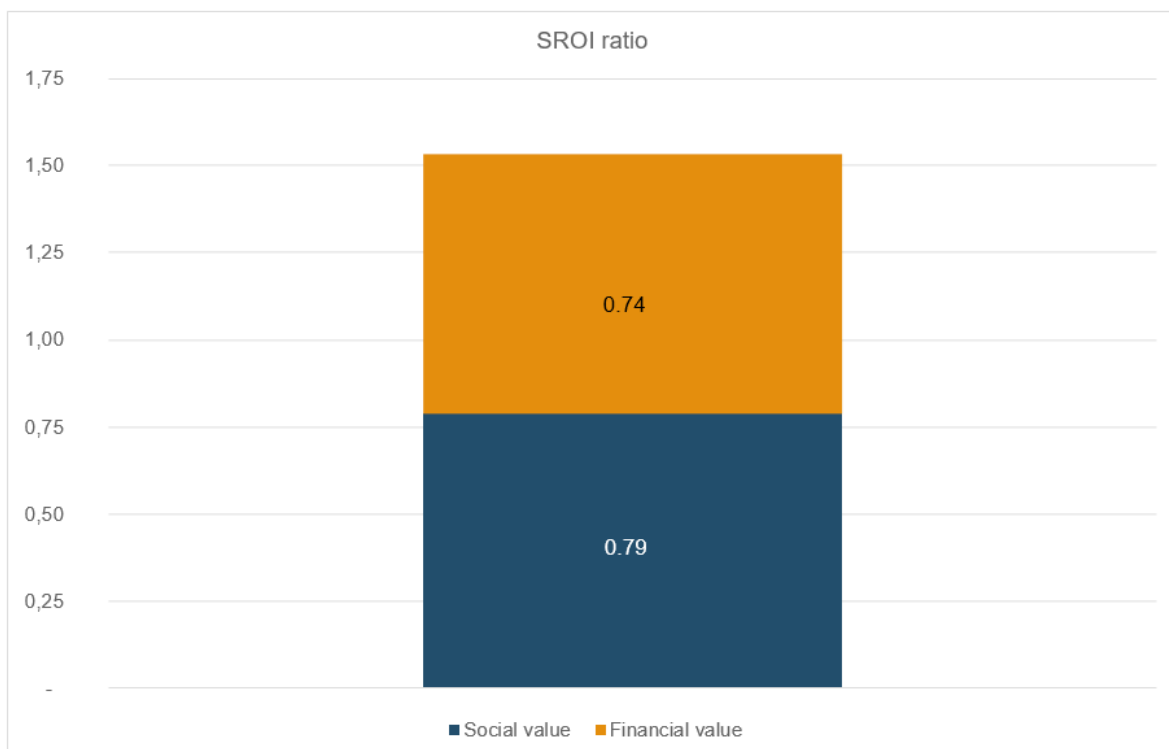
The value that the SROI ratio consists of is illustrated in figure 5.

Social value covers the outcomes that are not valued directly monetarily. It accounts for all the well-being improvements that the boys experience from living at Boys' Home and afterwards, and the well-being improvements that the volunteers experience from working at Boys' Home and LittleBigHelp.

Financial value covers outcomes that are valued directly monetarily. This are the employment effects in terms of employment rate and increased income due to a higher wage.

The result is that for each 1 Indian rupee invested in Boys' Home, 0.79 Indian rupees of social value and 0.74 Indian rupees of financial value are created in return.

FIGURE 5: THE SROI RATIO DIVIDED IN SOCIAL VALUE AND FINANCIAL VALUE

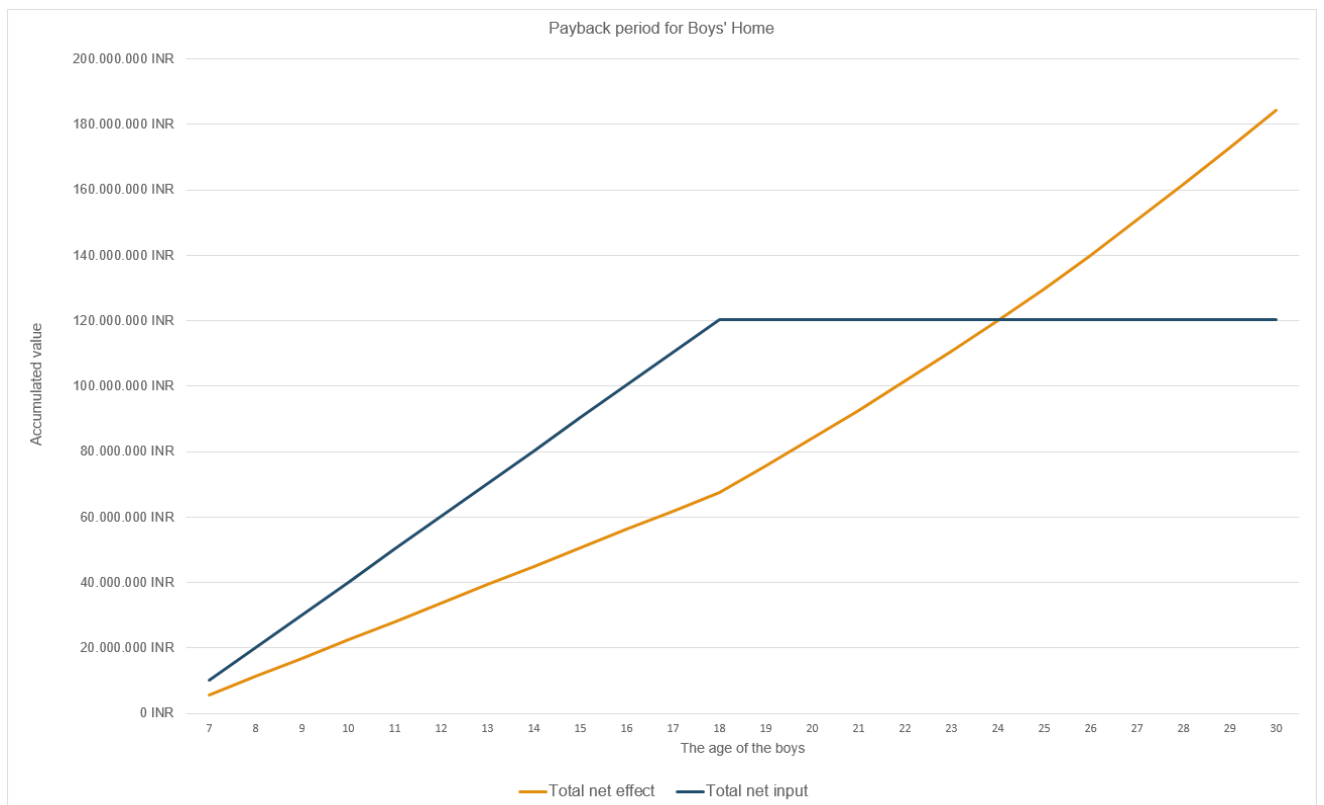


PAYBACK PERIOD

A graph of the payback period is shown in figure 6. The blue graph shows the total net input invested in Boys' Home from when the boys move in at Boys' Home at the age of 6 years old to the day they move out at the age of 18 years old. The red graph shows the total net effect that is created by Boys' Home, that is experienced by the volunteers and the boys.

As figure 6 shows, the total net effect will exceed the total net input when the boys are 24 years old. This is the break-even and it is found to be approximately 18 years after the boys move in at Boys' Home. At this point all input has been covered by the net effect and the annual social return on investment will be positive each year from the break-even point. Afterwards, the net effect is believed to increase more rapidly and thus create a higher return each year if the development continues as expected.

FIGURE 6: PAYBACK PERIOD FOR BOYS' HOME



CALCULATION

SENSITIVITY ANALYSES

SENSITIVITY ANALYSES

In the analysis, there are some uncertainties involved in the calculation of the SROI ratio. This is because of the parameters in the analysis, which are based on data and assumptions that might over- or underestimate the parameters. The most important parameters are the real wage growth, employment rate, wages and social values. To account for the uncertainties in the parameters a sensitivity analysis has been made on each parameter to show how the SROI ratio is affected by changes in the parameters. The parameters are also discussed in Appendix 2, p40.

Real wage growth

In the analysis, a conservative estimate on real wage growth of 4 % has been used. However, this real wage growth might be larger or smaller in the future. Table 10 shows how the SROI ratio is affected by changes in real wage growth.

If there is no real wage growth the SROI ratio will be reduced to 1.38. However, if the real wage growth is doubled to 8 % the SROI ratio will increase to 1.73.

Employment rate

The employment rate for the boys is estimated based on the data on unemployment and a forecast of the development in employment. The SROI ratio can be affected by the employment rate for the boys if they had continued living on the street (85 %) and the employment rate for they have been living at Boys' Home (95 %).

Table 11 shows the employment rate if the boys have not been at Boys' Home.

If all the boys (100 %) have not been at Boys' Home and if they would have been employed anyways, then the SROI ratio would be reduced to 1.50. However, if the employment rate has been overestimated and that only half (50%) of the boys would have been employed, the SROI ratio increases to 1.60.

Table 12 shows the sensitivity analysis of the employment rate after being helped at Boys' Home. If the employment effect has been underestimated and the employment rate after being helped is only 75 %, then the SROI ratio is reduced to 1.34. On the other hand, if all the boys (100 %) are employed for the 12 years, then the SROI ratio increases to 1.58.

TABLE 10: SENSITIVITY ANALYSIS OF REAL WAGE GROWTH

	0%	2%	4%	6%	8%
SROI ratio	1,38	1,45	1,53	1,62	1,73

TABLE 11: SENSITIVITY ANALYSIS OF THE EMPLOYMENT RATE WITHOUT HELP AT BOYS' HOME

	50%	60%	75%	85%	90%	95%	100%
SROI ratio	1,60	1,58	1,55	1,53	1,52	1,51	1,50

TABLE 12: SENSITIVITY ANALYSIS OF THE EMPLOYMENT RATE AFTER BEING AT BOYS' HOME

	75%	80%	85%	95%	100%
SROI ratio	1,34	1,39	1,44	1,53	1,58

WAGES

The wages for the boys are estimated and might therefore not reflect the exact wages that the boys are expected to achieve. The outcome is affected by the wage that the boys would get if they had continued living on the street (INR 4,100 per month) and by the wage that they are expected to get after they have been living at Boys' Home (INR 20,000).

Table 13 shows how a change in the wage that the boys would achieve without help at Boys' Home affects the SROI ratio. If the wage is 50 % lower than the original estimate, then the SROI ratio would increase to 1.51. On the other hand, if the wage is 50 % higher than the original estimate the SROI ratio is reduced to 1.36.

Looking at the wage that the boys are expected to achieve after being helped at Boys' Home, table 14 shows how a change on the estimate will affect the SROI ratio. If the wage the boys will get is 50 % lower than the original value the SROI ratio will be reduced to 1.01.

Social values

The social values that have been used as financial indicators for the well-being improvements that the boys and

volunteers experience can be over- or underestimated due to the modification of income level.

Table 15 shows how an overall change in the social values affect each of the well-being improvements and all of them together. It shows that well-being improvement in overall health is affected most by a change in the social values. If the social values are reduced by 50 % from the original value for the improvement in overall health, then the SROI ratio is reduced to 1.29. An increase of 50 % in the social values for this outcome will increase the SROI ratio to 1.58.

If all social values are overestimated and should be reduced by 50 % of the original value, then the SROI ratio for Boys' Home will be reduced to 1.07. On the other hand, if the social values are underestimated and are increased by 50 %, then the SROI ratio will increase to 1.81.

To summarise the main points from the sensitivity analyses of the parameters, it is seen that some parameters have a large effect on the SROI ratio whereas others have a minor effect. The real wage growth and employment rate do not affect the SROI ratio much, whereas the wages and social values affect the SROI ratio significantly.

TABLE 13: SENSITIVITY ANALYSIS OF THE WAGE WITHOUT HELP AT BOYS' HOME

	-50%	-25%	-10%	0%	10%	25%	50%
SROI ratio	1,62	1,57	1,55	1,53	1,52	1,49	1,45

TABLE 14: SENSITIVITY ANALYSIS OF THE WAGE AFTER BEING AT BOYS' HOME

	-50%	-25%	-10%	0%	10%	25%	50%
SROI ratio	1,08	1,30	1,44	1,53	1,62	1,76	1,99

TABLE 15: SENSITIVITY ANALYSIS OF SOCIAL VALUES

	-50%	-25%	-10%	0%	10%	25%	50%
Improvement in overall health	1,38	1,45	1,50	1,53	1,56	1,61	1,69
Moving to a safe place to sleep	1,42	1,47	1,51	1,53	1,55	1,59	1,65
Being a part of a social group	1,52	1,53	1,53	1,53	1,53	1,54	1,54
Able to obtain advice and help	1,51	1,52	1,53	1,53	1,54	1,54	1,56
Relief from drug/alcohol addiction	1,47	1,50	1,52	1,53	1,54	1,56	1,59
Well-being improvement for volunteers	1,50	1,52	1,53	1,53	1,54	1,55	1,56
SROI ratio	1,14	1,33	1,45	1,53	1,61	1,73	1,93

OTHER VALUE CREATION

Throughout the analysis process it has become clear that Boys' Home at LittleBigHelp creates more value than included in the analysis. It has not been included, because it was not possible to measure the outcomes and monetarise the value. This other value creation consists of improvements for the society and further improvements for the individual and the parents and family. In this section, these outcomes defined as other value creation are described.

Value creation for society

Many street children struggle to get food in their daily life on the street³¹. Because of this, street children become forced to do theft to get food and/or money. This can lead them on the wrong track for the rest of their lives if they continue their criminal activities. Furthermore, street children are often victims of violence and cruelty by police, because they abuse their power to make the streets free of street children³². When street children move in at Boys' Home they stay away from criminal activities and they stay safe from violence and cruelty.

The impact on the boys at Boys' Home is believed to have long-lasting positive effect on them for the rest of their life. With the education and higher income that they get, it is believed that they will ensure that their future children go to school and stay healthy, and that this will help them stay on the right track. The outcomes for the boys at Boys' Home create good prospects for their own future children and most likely they will not become street children and face the same problems. Due to this it can be expected that the problem of street children will decrease as more citizens are educated and helped to get a better life.

Value creation for the boys' parents/families

The parents experience a positive impact when their boys move in at Boys' Home. Through group meetings some of the improvements have been clarified and these are mentioned here. Some very significant and important improvements that the parents experience are related to time and income; they get more time to work and therefore they experience increased income. As the boys have moved to Boys' Home the parents also save money on their household budget and get better opportunities to save up for their children's higher education. They also get more time to focus on other issues regarding living conditions, health and their other children. Beyond the financial and social improvements, the parents also experience a well-being improvement related to their children's life; they become happy knowing that their boys are safe, healthy, are taking care of and that they get an education and prospects of a better life, and this is very valuable to the parents.

Other value creation for the children

Education helps the boys to get a good job and higher wage afterwards, but it also makes them aware of their rights, of society's development and civic engagement. It increases their social capital, which also have many positive effects both socially, culturally and economically³³. Social capital is important for a society to function properly, because it increase trust, cooperation and support between people. Thus, the education helps the boys get a job and higher income, and they become better citizens and help other people in the local community.

Living on the street the boys have had no opportunities to pursue hobbies, because they had to focus on their basic needs first. At Boys' Home, they have time and are also encouraged to participate in hobbies. The survey results show that 80 % of the boys now can pursue their hobbies at Boys' Home.

The boys get a more stable life situation with less concerns. They also have access to meditation and counseling, so they learn to calm the mind and talk about their issues. This will help them further in life, when they face new challenges and this will have a preventive effect on the boys.

Overall the boys become happier when they join Boys' Home due to all the improvements they achieve. In the survey, the boys were asked to their happiness before and after they moved in at Boys' Home. Their answers range on a scale from 1-5, where 1 is "very unhappy" and 5 is "very happy". The results show a progress from 1,5 on average before they moved in at Boys' Home to 4,8 on average today. This is a significant improvement in happiness. Furthermore, the boys were told how they look at their future today and answered on a scale from 1-5, where 1 is "very negatively" and 5 is "very positively". The average is 4,8 on this question, which shows that the boys are very positive about their future. Table 16, p33, lists the boys' dreams for the future that they have answered in the survey. 90 % of the boys believe that they cannot achieve these dreams without help from Boys' Home. This shows that Boys' Home means a lot to the boys and that it has a major impact on them regarding their happiness and dreams.

TABLE 16: WHAT THE BOYS AT BOYS' HOME DREAM OF BECOMING

- POLICE OFFICER
- ELECTRONIC TECHNICIAN
- TEACHER
- FOOTBALL PLAYER
- ENGINEER
- BUSINESSMAN
- COMPUTER ENGINEER
- MUSIC TEACHER
- SINGER



CONCLUSION

The analysis of Boys' Home shows that positive value is created through outcomes experienced by the boys and volunteers in the project over a total period of 24 years - in 12 years while living at Boys' Home and in 12 years after moving out of Boys' Home. Most of the total value reflects the outcomes that 32 boys achieve during their time at Boys' Home and in their adult life afterwards. The total value consists of social value and financial value. The social value reflects the well-being improvements that the boys experience from being helped at Boys' Home. These well-being improvements are improvement in overall health, the outcome of moving from an unsafe place to a safe place to sleep, the outcome of being a part of a social group, the outcome of having Boys' Home to get advice and help, and the relief of drug/alcohol addiction for some of the boys. Another part of the social value is the well-being improvements for the volunteers at Boys' Home and LittleBigHelp. The financial value reflects the improvement in employment situation and the increased income for the boys.

The SROI ratio is calculated to be 1.53 for Boys' Home over a 24-year period. This means that for every 1 Indian rupee invested in Boys' Home, 1.53 Indian rupees are created in societal value for the stakeholders and society. This is a satisfactory result considering the circumstances that no boys have moved out yet because

of their age and due to the conservative approach of the analysis.

Beyond the results of the analysis other outcomes have been identified related to Boys' Home. This other value creation is determined by outcomes for the society, outcomes for the parents and families, and further outcomes for the boys at Boys' Home. If it was possible to measure this and include it in the analysis, this would increase the SROI ratio. It is the ambition to include more of the other value creation in the future.

The results of the analysis are determined based on a conservative approach, which secures that the parameters are not overestimated. Therefore, it is believed that the results reflect the actual value creation that is expected to happen in the future. However, it is still a forecast, since no boys have turned 18 years old and moved out of Boys' Home yet, so it is uncertain how their progress will be afterwards. Several sensitivity analyses have been made to show how changes in the parameters will affect the SROI ratio and even in the worst cases the SROI ratio is positive. However, the SROI ratio might actually be higher than it is expected due to the other value creation. The conclusion is that Boys' Home create great improvements for the boys at Boys' Home and this has a positive long-lasting impact on the boys and society as well.

» For every 1 Indian rupee invested in Boys' Home, 1.53 Indian rupees are created in value for the stakeholders and society «

REFERENCES

- 1 Save the Children (2016). Chapter 1: Introduction. Life on the street – street children surveys in five cities: Lucknow, Mughalsarai, Hyderabad, Patna and Kolkata-Howrah. Retrieved from [https://www.savethechildren.in/sci-in/media/PDFs/LIFE-ON-THE-STREET-\(Final\)-Rev-4.pdf](https://www.savethechildren.in/sci-in/media/PDFs/LIFE-ON-THE-STREET-(Final)-Rev-4.pdf)
- 2 The Guardian (2008, 7 April). India's street children. Retrieved from <https://www.theguardian.com/society/gallery/2008/aug/07/india.children>
- 3 The New Economy (2014, 17 June). 10 of the most dangerous countries to be a woman. Retrieved from <https://www.theneweconomy.com/insight/10-of-the-most-dangerous-countries-to-be-a-woman>
- 4 Kail, A. & Lumley, T. (2012). Theory of change – the beginning of making a difference. London: New Philanthropy Capital.
- 5, 13, 15 Nicholls, J., Lawlor, E., Neitzert, E. & Good speed, T. (2012). A Guide to Social Return on Investment. London: SROI Network.
- 6 Den Sociale Kapitalfond (2012). Social Return on Investment – A review of methods to measure social impact. Retrieved from <http://www.densocialekapitalfond.dk/wp-content/uploads/2016/03/Den-Sociale-Kapitalfond-working-paper-on-SROI-measurement-August-2012.pdf>
- 7 Trochim, W. (2006). Types of Designs. Research Methods Knowledge Base. Retrieved from <http://www.socialresearchmethods.net/kb/destypes.php>
- 8 Økonomer Uden Grænser & Better Editions (2016). Undersøgelse af effekt af Comebacks intervention 2010-2016. Retrieved from http://economistswithoutborders.net/wp-content/uploads/2016/09/Rapport_Comeback_enkeltsidet.pdf
- 9, 21 HACT & Fujiwara, D. (2016). Social Value Bank, Value Calculator version 3.0. Retrieved from <http://www.hact.org.uk/value-calculator>
- 10 The World Bank (2017). GDP per capita (current (US\$)) (indicator). Retrieved 8 December 2017 from <https://data.worldbank.org/indicator/NY.GDP.PCAP.CD>
- 14 Arvidson, M., Lyon, F., McKay, S. & Moro, D. (2013). Valuing the social? The nature and controversies of measuring social return on investment (SROI). Voluntary Sector Review, Vol 4, No. 1, pp. 3-18.
- 16 Arbejdsgiverforeningen KA (2017). Mindsteløn (Minimum wage). Retrieved 7 November 2017 from <https://ka.dk/vaerd-at-vide/informationsmoeder/mindsteloen/>
- 17 Government of India (2017, 6 October). Minimum wages order dated 06.10.2017. Retrieved from <http://clc.gov.in/clc/node/568>
- 18 Paycheck.in (2017). Work Hours and Overtime Pay in India. Retrieved 8 December from <https://paycheck.in/main/labour-law-india/work-and-wages/work-hours-in-india>
- 19, 24 Fritz, J. (2017, 10 March). 15 Unexpected Benefits of Volunteering That Will Inspire You. thebalance.com. Retrieved from <https://www.thebalance.com/unexpected-benefits-of-volunteering-4132453>
- 20 UK Civil Society Almanac (2017, 8 May). Motivations and barriers to volunteering. London: The National Council for Voluntary Organisations. Retrieved from <https://data.ncvo.org.uk/a/almanac17/motivations-and-barriers-to-volunteering-3/>
- 22, 23 Trotter, L., Vine, J., Leach, M. & Fujiwara, D. (2014). Measuring the Social Impact of Community Investment: A Guide to using the Wellbeing Valuation Approach. HACT (page 29)
- 25 Hawksworth, J. & Chan, D. (2015). The World in 2050: Will the shift in global economic power continue?. London: PwC's Economics and Policy. Retrieved from <https://www.pwc.com/gx/en/issues/the-economy/assets/world-in-2050-february-2015.pdf>

- 26 Hawksworth, J. & Lambe, C. (2013). Global wage projections to 2030. London: PwC. Retrieved from <https://www.pwc.co.uk/assets/pdf/global-wage-projections-sept2013.pdf>
- 27 Aich, D. & Mathias, S. (2017, 24 November). Employment & labour law in India. Lexology. Retrieved from <https://www.lexology.com/library/detail.aspx?g=fa2fb547-5828-419a-bd3b-4ef01b612643>
- 28 Waghmare, A. (2016, 2 May). 6 Indicators of India's Looming Demographic Disaster. IndiaSpend. Retrieved from <http://www.indiaspend.com/cover-story/6-indicators-of-indias-looming-demographic-disaster-99797>
- 29 Government of West Bengal (2009, 22 September). Revision of Pay & Allowances in respect of the employees of West Bengal Industrial Development Corporation Ltd. and framing of Rules thereby. Retrieved from http://www.wbidc.com/images/pdf/pay_allowances.pdf
- 30 OECD (2017). OECD Economic Surveys: India 2017, OECD Publishing, Paris. Retrieved from http://dx.doi.org/10.1787/eco_surveys-ind-2017-en
- 31 Consortium for Street Children (2017). About: Street Children. Retrieved from <http://streetchildren.org/about/street-children/>
- 32 Human Rights Watch (1996). Policy abuse and killings of street children in India. Human Rights Watch Children's Rights Project. Retrieved from <https://www.hrw.org/reports/1996/India4.htm>
- 33 OECD (2007, 20 February). Chapter 6: A Bigger Picture in: Human Capital: How what you know shapes your life. pp. 102-105. Retrieved from <http://www.oecd.org/insights/humancapital>

APPENDIX 1: IMPACT MAP

	STEP 1	STEP 2			
STAKEHOLDERS	CHANGE	INPUTS	VALUE (INR)	OUTPUTS	OUTCOME
The boys at Boys' Home	<ul style="list-style-type: none"> - Attendance in school - Health checks - Nutrient-rich meals - Friends and social activities - They can pursue hobbies - The boys with alcohol/drug issues are helped to relive these 	Time	0	<ul style="list-style-type: none"> • 32 boys living at Boys' Home • All in school 	<ul style="list-style-type: none"> • Improvement in overall health • Moving to a safe place to sleep away from the street • Getting friends and being a part of a social group • Able to obtain advice and help at Boys' Home • Positive effect of being relieved from drug/alcohol addiction • Increased wealth due to education
Volunteers	<ul style="list-style-type: none"> - Opportunity to help others. - Empower individuals to improve their life. - Support the development of a local community. 	Working hours in monetary terms each year	249,894	<ul style="list-style-type: none"> • 469 hours of voluntary work • 4 volunteers worked for more than a month 	<ul style="list-style-type: none"> • Well-being improvements of voluntary work
Contributors	<ul style="list-style-type: none"> - Contribute with financial input to make Boys' Home operate and to have the public schools operate. 	<ul style="list-style-type: none"> - Operating expenses - Indirect operating expenses - Non-financial gifts 	6,495,678 1,201,768 2,214,771		
TOTAL INPUT EACH YEAR			10,162,111		



APPENDIX 1: IMPACT MAP

	STEP 4						STEP 5
	EFFECT	GROSS VALUE (INR)	DEAD-WEIGHT	DISPLACEMENT	ATTRIBUTION	DROP-OFF	NET EFFECT (IMPACT 24 YEARS)
Input	Operating expenses for the analysed programmes in the first year	77,948,136					77,948,136
	Indirect operating expenses	14,421,216					14,421,216
	Non-financial gifts	26,577,252					26,577,252
	Volunteer input	2,998,728	50 %				1,499,364
TOTAL INPUT ASSUMED FOR 12 YEARS IN BOYS' HOME		121,945,332					120,445,968
Output: The boys at Boys' Home	Improvement in overall health at Boys' Home	21,510,312				12 %	18,929,075
	Moving to a safe place to sleep	31,102,932				12 %	27,370,580
	Being a part of a social group	3,182,844			25 %	12 %	2,100,677
	Able to obtain advice and help	3,922,392				12 %	3,451,705
	Relief from drug/alcohol addiction	8,986,452				12 %	7,908,078
	Continuous improvement in overall health after moving out of Boys' Home	23,776,792				24 %	18,070,362
	Able to obtain advice and help after moving out of Boys' Home	3,309,602				24 %	2,515,298
	Continuous effect of being relieved from drug/alcohol addiction	8,993,172				24 %	6,834,811
	Improvement in employment situation	89,520,143					89,520,143
Output: Volunteers	Well-being improvement for volunteers from India	158,856	50 %				79,428
	Well-being improvement for volunteers from Denmark	15,429,204	50 %				7,714,602
TOTAL OUTPUT		209,712,708					184,494,757

APPENDIX 2: ASSUMPTIONS AND UNCERTAINTY

The analysis is based on assumptions that affect the calculations and results. In addition to this, uncertainties are attached to both measurements and data collection. Since a sample (survey of a group) has been used to estimate the outcomes for the total group there is statistical uncertainty involved in the analysis. The most interesting and relevant assumptions and uncertainties are described, and explained how they affect the results of the analysis.

FACTORS THAT CAN AFFECT THE SROI RATIO

 NEGATIVE EFFECTS	 POSITIVE EFFECTS
<p>Well-being effects The well-being improvements for the boys and the volunteers have been valued based on the social values from the Social Value Bank. These values are considered valid evidence-based estimates based on 20 years of research on British citizens. In the analysis, it is assumed that persons experience the well-being effects the same way and therefore these social values can be used on any person. The social values have been modified for Indian citizens based on their income level, because it is assumed that the well-being effects vary relative to income level. If this modification is wrong and it overestimates the social values and thus the well-being improvements, then the outcome will decrease and the SROI ratio will be affected negatively.</p>	<p>Well-being effects If the modification of the social values from Social Value Bank relative to income level underestimates the financial indicators for the well-being improvements, then the outcome will increase. This will affect the SROI positively.</p>
<p>Adjustments The outcomes have been adjusted by deadweight, attribution and drop-off. Of these parameters drop-off has the most influence and it accounts for how much of the effect drops off on a long-term period. If these adjustments are underestimated less of the effects can be credited Boys' Home and the SROI ratio will be reduced.</p>	<p>Adjustments Deadweight, attribution and drop-off can be overestimated and then more of the effects can be credited Boys' Home. This will increase the net effect and the SROI ratio will increase from this</p>
<p>Employment It is assumed that the boys are employed directly after Boys' Home and then stay employed for 12 years. This is believed to be realistic since Boys' Home concentrate on helping the boys to find a job when they turn 18 years old. Also, it is believed to be realistic to keep a job for a long period. However, it is still a forecast and the employment situation might be affected by many factors during the period of 12 years. If it is found that more of the boys' become unemployed than estimated in the analysis, the SROI ratio will be affected negatively.</p>	<p>Employment The employment effect might be even better than estimated in the analysis. If more boys would have been unemployed if they had continued living on the street the employment effect created by Boys' Home would be larger. Also, if more of the boys are employed after being at Boys' Home than estimated in the analysis, the outcome will increase. Both scenarios will affect the SROI ratio positively.</p>
<p>Wages The wages in the analysis have been estimated and it is assumed that the all the boys will achieve these wages. However, their wage will depend on their job, and it is most likely that they will get different jobs, which is not possible to forecast. There is a chance that they might get a lower wage after being helped at Boys' Home than the wage estimated in the analysis. This will reduce the increased income and affect the SROI ratio negatively.</p>	<p>Wages In the analysis, the wages have been estimated based on a conservative approach to the possible wages in India. If the boys are able to achieve a higher wage than estimated in the analysis after they move out of Boys' Home, then the increased income will become larger and the SROI ratio will increase.</p>
	<p>Higher education It is assumed that the boys go directly into work and do not attend higher education. However, if it is the case that some of the boys attend higher education, then it will affect the increased income over the 12 years. The years that the boys attend higher education their income will not increase. After graduating the higher education, the boys can get a job with a high salary and then they will experience a higher increase in income than estimated in the analysis. Therefore, higher education will increase the outcome and affect the SROI ratio positively.</p>
	<p>Other value creation As mentioned in the section "Other value creation" there are other outcomes created by Boys' Home. These are regarding further improvements for the boys, but also outcomes that affect the families and local community. If these outcomes were included in the analysis the SROI ratio would potentially increase.</p>

