

SOCIAL RETURN ON INVESTMENT

2018 REPORT



WAWCAS

Women At Work - Children At School

LIND INVEST

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CVR No: 26 55 92 43

WAWCAS INTERNATIONAL

www.wawcas.com

CVR No: 35 95 79 60

Founded: 2007

Place of residence: Nepal

Management: Nina Schriver and Sangeeta Shresta

SOCIAL RETURN ON INVESTMENT REPORT FOR WAWCAS 2018

This report is compiled by Lind Invest with data used from WAWCAS in the year of 2015.

The analysis itself is completed 01 June 2018.

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ONE PAGER

" The programme creates a positive social return on investment of 11.85 DKK for every 1 DKK of input "

WAWCAS is a non-profit and non-governmental organisation that empowers women who live in poverty in Nepal to become independent and able to achieve a better life through the WAWCAS Program. Also, the women's children must join school and thus are secured better prospects.

The programme is an entrepreneurial training programme of 16 months, where women learn how to establish, operate, and grow a business. The women are arranged in groups of 25 women and are guided by certified Local Program Leaders.

The programme reduces social problems and secures a higher income, better life conditions for the participants, their families, and society in general.

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 WAWCAS, the investment is constituted by the contributors' donations and the volunteers' investment of time. The created effects are increased income for the women who finish the programme and valuable increased well-being for both the women as well as the volunteers.

The SROI ratio is calculated to be 11.85 over a five-year period. This is a monetary estimation of the positive measurable values WAWCAS creates for its stakeholders and it shows that the programme creates a positive social return on investment of 11.85 DKK for every 1 DKK of input.

The value is created for the stakeholders, specifically the women in the WAWCAS Program, the volunteers, and society in general. The high yield proves that the organisation's activities are necessary and create great value of the applied funds.

The impact of the women's income increase after completing the programme is measured as the difference between the women's pre- and post-level of income. The personal well-beings achieved for both the women and the volunteers are measured with a general indicator for the well-being outcomes.

The analysis has been composed with a conservative approach, but there are still some uncertainties in the calculations. Therefore, sensitivity analyses have been conducted to unveil the uncertainty and how the results depend on different durations of the effects.

Additional value creation

Moreover, a large share of WAWCAS' intervention cannot be valued monetarily. Other effects presumably caused by WAWCAS are children's education and future job opportunities as well as increased well-beings for family members. Furthermore, the communities where the women live are expected to be positively affected by the women's established businesses. These effects are expected to have a long-term impact.

The full analysis of WAWCAS is composed by Lind Invest in the beginning of 2018 based on data about the women enrolled in the programme in 2015, and is documented in the SROI report.



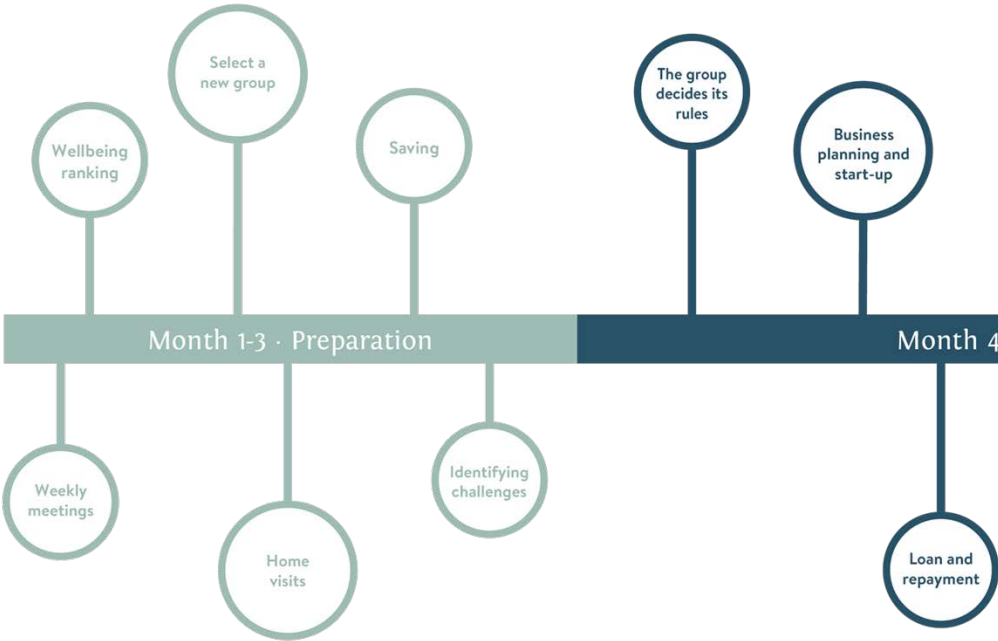
PURPOSE

" It is a central part of Lind Invest's approach to social responsibility to measure and evaluate if there is a reasonable relationship between the input and outcome "

The purpose of the analysis is to evaluate the value creation of the WAWCAS Program in 2015. Furthermore, the purpose is to find and show the social impact that is generated for participants of the program, their families and the local community. By doing this it is also revealed how the organisation works, who the stakeholders are, and how the value is created.

The analysis can be used both internally and externally. For internal use, the analysis makes it clear where the value is created and what affects the value creation. The management of the organisation can then use it as inspiration for further development and improvement of current and future projects. Externally, it can for example be used to document the value creation to current and future contributors and to support fundraising of the organisation. The analysis focuses on the impact of the organisation in 2015 as well as a forecast on effects five years after the women entered the program.

It is a central part of Lind Invest's approach to social responsibility to measure and evaluate if there is a reasonable relationship between the input and outcome of the projects in order to benefit the target group as well as society in general.



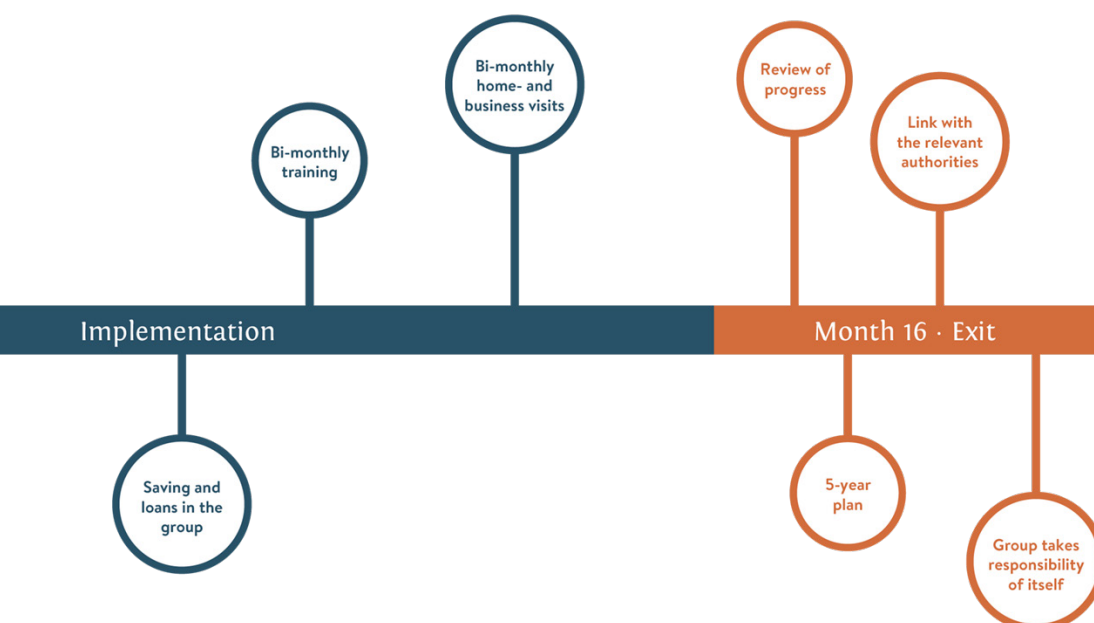
INTRODUCTION

The vision of the WAWCAS Program is to empower women who live in poverty in Nepal to become independent and able to achieve a better life and a better future for their children. This vision is also expressed in the name of the program – WAWCAS – which is an acronym for “Women at Work - Children at School”. WAWCAS has created a training program that gives underprivileged women the skills needed to establish, operate, and grow a business. Through this process, they become entrepreneurs with an income and they develop personally as individuals and socially in communities. Furthermore, as a requirement for participating in the program, their children must go to school.

Since 2008, the WAWCAS program has grown significantly: As of June 2018, 3,300 women have participated in the Wawcas Program. WAWCAS has an effective long-term strategy for expanding the program and to launch new spin-off projects that will add more value for the participants.

Overall, the organisation creates a sustainable development and improvement of the living conditions for women in Nepal. The program is non-profit and is financed entirely by contributions. In 2015, 13 employees in Nepal and around 11 volunteers in Denmark operated it.

FIGURE 1 - THE WAWCAS PROGRAM



INTRODUCTION

" The WAWCAS Program is an entrepreneurial training program over 16 months "

THE WAWCAS PROGRAM

The WAWCAS Program is an entrepreneurial training program over 16 months facilitated by certified Local Program Leaders, who have fulfilled a 17-month theoretical and practical WAWCAS Certification Program¹ training. The primary objective of the program is to empower poor women to become independent by helping them to start their own business and teaching them how to manage a business. The program is divided into three different phases:

1. Preparation phase

Duration of 3 months. The Local Program Leaders arrange weekly meetings with women who are possible candidates for the program. They visit them at home in order to learn about their economic and social situation. Afterwards the women are grouped in to teams of 25. The women then start saving and identify their personal challenges. Based on this, a training content plan is developed. In this process, the women become ready to engage in the training and change their lives.

2. Implementation phase

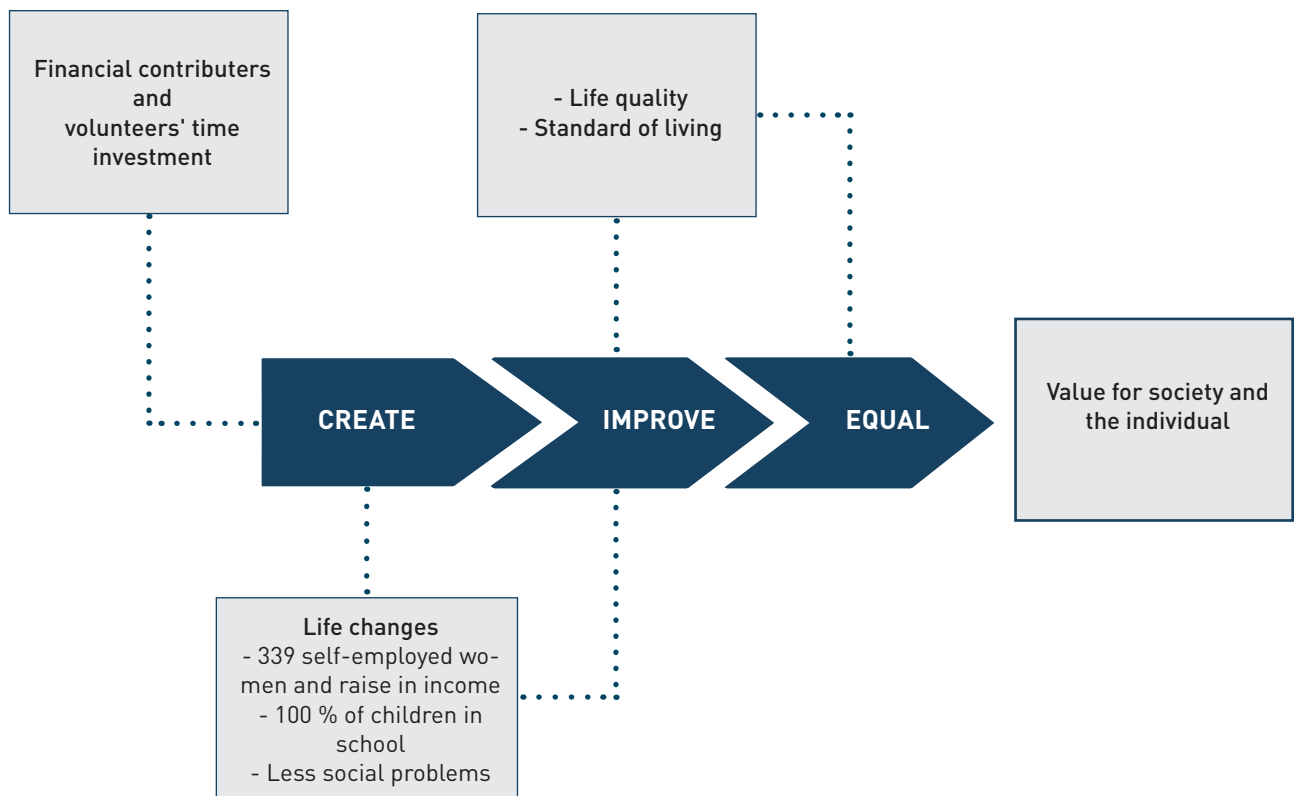
Duration of 12 months. In this phase the women get settled in groups of 25 and establish their businesses. They organise group activities and roles such as chairman, secretary and treasurer and start to save money as a group. The savings are used for loans among the women. Based on this formal settlement, they support each other and share the responsibility of developing their co-member's individual business plans both strategically and financially. Furthermore, their children start to attend school regularly during this phase.

When the most important stages of the businesses are planned, each woman receives a loan from WAWCAS of maximum NPR 30,000 without any collateral. These loans help the women to start their business and earn their own income. The Local Program Leaders follow up on the women and support them in the development of their businesses. The repayment rate of the loans is 98 %² due to the successful businesses they have created and the close and regularly follow-ups by the Local Program Leaders. The participating women must set aside money every month for investment in the business, for their everyday life and for their children's education. Twice a month the women get training in business development, market management, financial management as well as social mobilisation training on topics such as children, women's rights, nutrition, gender equality and sanitation. They also get personal training based on their individual challenges to develop personally.

3. Exit phase

Duration of 1 month. The Local Program Leaders and the women evaluate and document the women's progress throughout the training program in this phase. Some of the key factors they evaluate are: economic status, effects on the family and other social change indicators. They help the women create a five-year strategy plan for their businesses and for the groups as well. They help them establish contact to relevant authorities to draw on relevant resources from the groups. The last phase prepares the women to continue the progress with the other women in the groups.

FIGURE 2 - WAWCAS' THEORY OF CHANGE



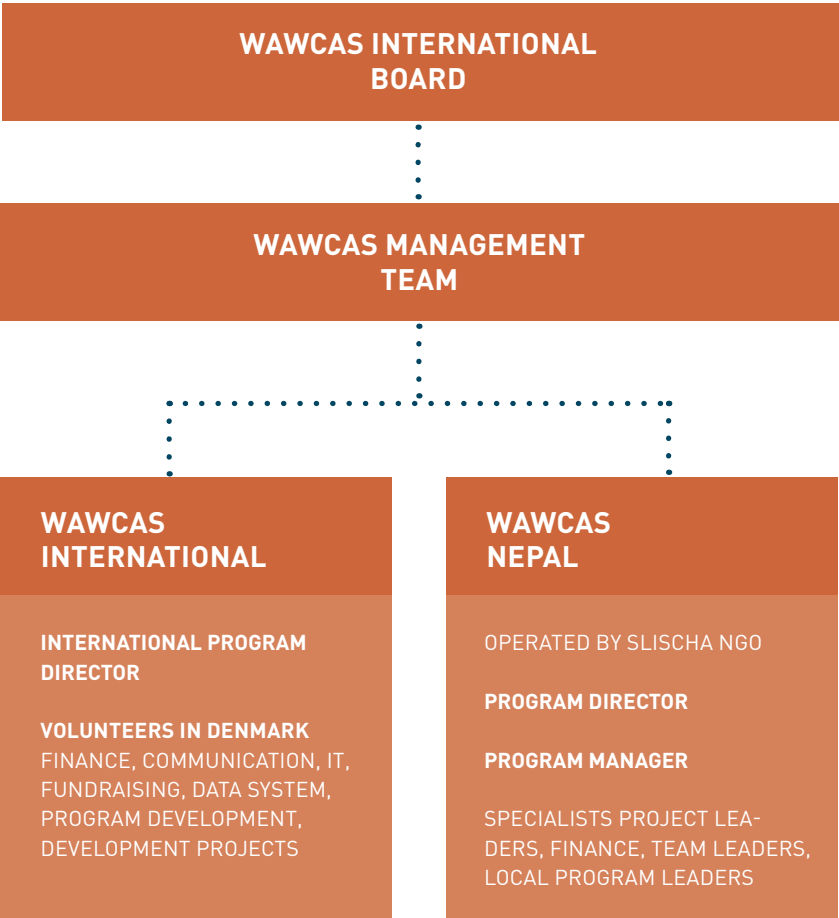
INTRODUCTION

" The WAWCAS Program is implemented in collaboration with WAWCAS International and SLISHA "

ORGANISATIONAL OVERVIEW

The WAWCAS Program is implemented in collaboration with WAWCAS International (Danish independent organisation) and SLISHA (Nepalese NGO). Both are non-political and non-profit organisations, and the WAWCAS Program is neutral in relation to ethnicity, nationality, political ideologies, religion and cast. Figure 3 shows the relationship between the two organisations and how the program is managed³.

FIGURE 3 - ORGANISATIONAL OUTLINE



METHOD

" By using the SROI method it is possible to capture the most important outcomes of a project, assign a value to them and give a realistic picture of the effects social projects have on target groups "

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 (SROI). This Social Return on Investment analysis is based on the method developed by former Office of the Third Sector (OTS) in the Cabinet Office of the UK Government⁴. It has two main strengths: Firstly, it can be used to cover a large part of the complex effects social projects and organisations can have on target groups. Secondly, it can be used to assign a monetary value to "soft" impacts that are often difficult to quantify.

However, 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 impact⁵. Some of the challenges of evaluating social projects are the sheer number of possible outcomes on both the participants directly involved in the project, but also indirectly on other stakeholders like family members, friends and the local community. Furthermore, the impact will work differently on the participants depending on their individual personal characteristics, motivation, family situation etc. This makes it impossible to account for all the individual differences and possible outcomes of a project and assign a value to them.

However, by using the SROI method it is possible to capture the most important outcomes of a project, assign a value to them and give a realistic picture of the effects social projects have on target groups.

The product of an SROI analysis

In sum, the SROI method can be used to assign a monetary value to "soft" outcomes that are normally difficult to describe with numbers. Examples of soft outcomes are development of new skills, experiences and personal wellbeing for people affected both directly and indirectly by a social project. Furthermore, an SROI analysis can systematise and clarify the process by which the outcomes are created in order to understand how a social project creates value. This means that the SROI analysis is not just a monetary result of the project that year. By identifying the stakeholders and how they are affected, a comprehensive overview of the project's processes is also created. 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 of the project to people interested in the project and possible financial donors.

Steps in an SROI analysis

An analysis starts with an identification of the individuals who are affected by the social project. These are referred to as stakeholders. The stakeholders are categorised in groups according to how and by which intensity they are affected by the project. Afterwards, the effects are assessed and given a monetary value based on economic principles. These values can then be added and used to give an indication of the total outcome created by the project. To estimate the SROI ratio (the monetary outcome produced for each 1 DKK put in the project), the outcome is divided with the total value of inputs, like financial support and volunteers time. Finally, a conclusion of the analysis can be made. The different steps are illustrated in figure 4.

METHOD

FIGURE 4 - THE SIX STEPS IN THE SROI ANALYSIS

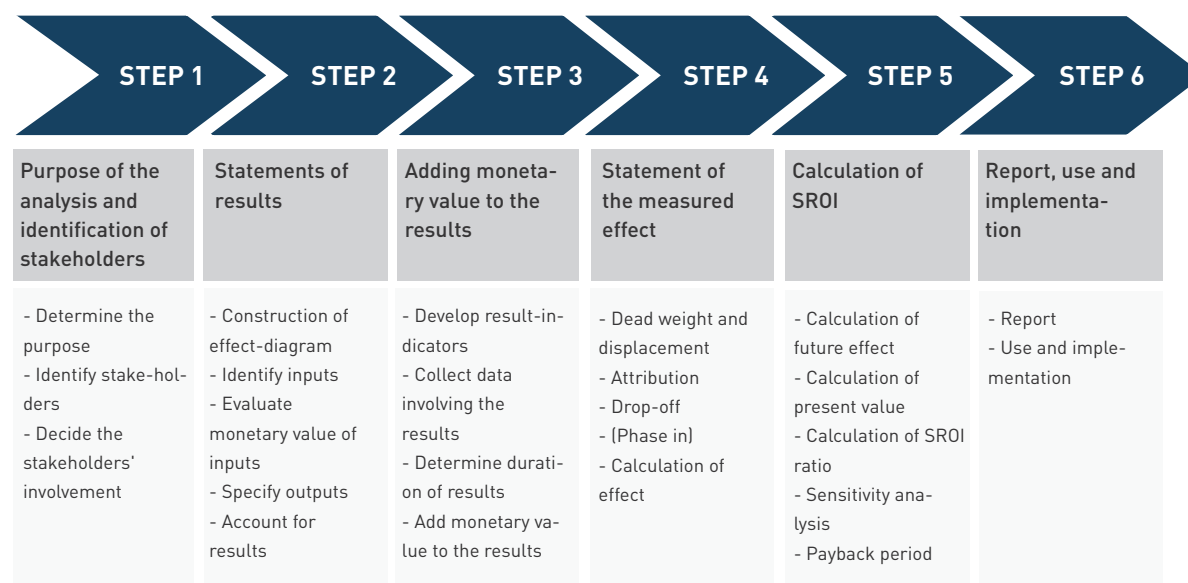


TABLE 1 - LEVEL OF ANALYSIS AND THE STATISTICAL METHODS^a

LEVEL	DESIGN	STATISTICAL METHOD
5	Randomized 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.

METHOD

" This SROI report consists of two assessments - an evaluation and a forecast "

TWO ELEMENTS OF THE SROI ANALYSIS

This SROI report consists of two assessments - an evaluation and a forecast:

Evaluation: An assessment of the actual achievements during program participation

The evaluation is based on data collected before and after the training program with participation of 16 months. This indicates the effects that WAWCAS has tracked while the women were still a part of the program. However, some of the effects do not appear this early in the process – they develop over time as the women continue to develop their businesses and skills after they have left the WAWCAS program. These effects over time are calculated in the forecast.

Forecast: The predicted effects after 5 years

The final SROI ratio is calculated from the predicted effects 5 years after the women joined WAWCAS. This is done because the effects of the project (implementation and development of businesses and skills) evolve over time.

It is uncertain how long and by which intensity the effects documented in the evaluation will last. This uncertainty is handled by estimating risks and calculating deadweight to make sure that the forecast gives a realistic and conservative estimate of the effects of WAWCAS on the stakeholders in the future. A sensitivity analysis will also show how our assumptions affect the SROI ratio.

Increasing the validity of data

There are different statistical methods to increase the validity of the results in an analysis⁶. Table 1 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. Results from lower levels analyses are still useful, but the cause-effect relationship is less certain. In this analysis it is possible to establish a control group based on a household survey in Nepal made by the United Nations Development Programme⁷. Statistics from this analysis contain typical household income and expenditures for poor people living in rural areas in Nepal – in other words people who are similar to the women participating in the program. By comparing the typical statistics for people living under conditions similar to the women and the participants, it is possible to estimate the isolated effect of the WAWCAS program by deducting the “normal” development from the development the stakeholders have experienced. This results in a level 3 analysis, where the estimation of the effect WAWCAS had on the women can be estimated with relatively high certainty.

The women participating in the WAWCAS program are all poor, illiterate, exposed to domestic violence and have low self-confidence when they join the program. This means that their chances of improving their income and quality of life are extremely low, had they not joined the WAWCAS program. From a methodological perspective, these circumstances increase the likelihood that no other variables have caused the effect WAWCAS had on the women’s development, since the likelihood of finding other options to improve their income or quality of life was very low. If randomised follow-ups become available in the future it might be possible to track the development of the women over time with higher certainty.



PERSONA

THE PERSONA OF A WOMAN IN THE WAWCAS PROGRAM

- SHE IS LIVING IN POVERTY AND IS ILLITERATE
- HER CHILDREN GO TO VERY BAD SCHOOLS - IF THEY GO TO SCHOOL AT ALL
- SHE IS EXPOSED TO DOMESTIC VIOLENCE
- SHE HAS DIFFICULTY PROVIDING FOR HER FAMILY
- SHE WORKS HARD AS A LABORER OR CONSTRUCTION WORKER FOR 10 HOURS A DAY
- SHE IS LONELY AND TREATED POORLY BY HER FAMILY AND THE COMMUNITY
- SHE HAS NO SELF-CONFIDENCE

STAKEHOLDERS

" We limit the number of stakeholders to the ones who experience the effects of a project directly "

The number of stakeholders who are affected by a social project can be many. The people who are involved directly in the organisation's work either as participants or as part of the staff are clearly important stakeholders. But what about the people around the individuals who are involved directly in the project? This could be family members of both participants and staff, neighbours, friends, the local village or the society as a whole. These stakeholders do not experience the effects of a project first hand, but second hand as a product of the development the first hand stakeholders go through. We are interested in capturing all relevant effects and evaluate them as precisely as possible. This represents a trade-off: As the number of potential second hand stakeholders increase, so does the uncertainties and the risk of not making a precise valuation of the effects.

We limit the number of stakeholders to the ones who experience the effects of a project directly. In this case the women participating in the WAWCAS program, the staff and the volunteers are included. We also include the financial donors (on the input side) and the women's families because we have data on the latter that makes it possible to reduce the uncertainties of the effects they experience significantly. This makes it possible for us to capture the effects of the most important stakeholders with relatively high precision instead of including more stakeholders with much higher uncertainty. Thus, in this report we define stakeholders as individuals who are affected by the project first hand and individuals who are affected by the first hand stakeholders directly. By doing this we exclude friends, neighbors, the village and society as a whole because the effects on these stakeholders would be highly uncertain. This does not mean that they do not experience any effects in the real world - our analysis focus on the effects we can estimate with a reasonable certainty making this report a conservative estimate of the outcomes of the project.

TABLE 2 - AN OVERVIEW OF THE STAKEHOLDERS

STAKEHOLDERS	DESCRIPTION	INCLUDED IN EVALUATION	INCLUDED IN FORECAST
The women participating in the WAWCAS program	Primary stakeholder since the WAWCAS program is designed to give them competencies to start their own business, thereby, increasing their income and well-being.	Yes. The primary stakeholders who experience the program first hand.	Yes. The women's continued development over a 5-year period is calculated.
Families of the participants	Families are mainly affected in two ways: Women's children must attend school during the program. And, the income increase and positive well-being effects of the women improve the quality of life for their closest family members.	Yes. Experience effects of the WAWCAS program second hand. Children attend school, family spend less money on alcohol, and their financial situation is improved.	Yes. Some of the well-being effects of having a mother/wife who has a job are accounted for in the forecast.
Volunteers	A large part of the organisational work is done by volunteers in Denmark. Mainly, they do administrative tasks, fundraising and develop the data framework.	Yes. Time spent as a volunteer for WAWCAS count as input. Other than helping the organisation they also gain personal experiences and well-being effects as an outcome.	No. Volunteers no longer effect the women, since the women do not receive direct help from WAWCAS after the 16 months has ended. The women sustain their own development through their business, new skills and the help of co-participants from the WAWCAS program.
Management	WAWCAS is operated by 13 employees: 1 Program Director, 1 Program Manager, 1 Finance Officer, 1 Technical Assistant and 7 local Program Leaders and 2 Team Leaders. All are directly involved in the operations and training of the women.	Indirectly. Management's salaries are included in the operating expenses (money from financial donations).	No. Management is out of the picture, because the women leave the program after 16 months and sustain their own development from this point.
Donors	Donors give financial donations to WAWCAS. These are both companies and private individuals.	Yes. Financial donations spent on the operation are counted as input.	No. They do not receive any output over time – their involvement has an influence during the program.

DATA

" The main data for the output and outcome is based on a survey of the women entering the program in 2015 "

An SROI analysis has three data entry points: Input, output and outcome. An overview of the data used for the calculations can be seen in the calculation section.

On the input side, the data consists of the total operating expenses from the financial statement of 2015 and the operating expenses of the first 4 months of 2016. The program lasts 16 months, so it is necessary to add some of the expenses from 2016 to incorporate the total expenses spent on the women in the program. Furthermore, the total number of hours volunteers have spent on the project is estimated and then multiplied by an hourly rate which depends on each volunteer's educational level. The hourly rate ranges from 120 DKK per hour, for a volunteer whose highest educational level is primary school, to 210 DKK per hour, for a volunteer with a candidate/master from a university⁹. Educational level thus works as a proxy for the value each volunteer can give to the project.

The main data for the output and outcome is based on a survey of the women entering the program in 2015. WAWCAS has focused a lot on data collection since the beginning of the program and has recently developed a digital data system, which has increased the validity of the data significantly for several reasons.

Firstly, data has been collected individually for each woman participating. This means that it is possible to track the income increase, school and alcohol expenditure, their husband's attitude and domestic violence with relatively high precision.

Secondly, each team leader has received training on how to collect the data and ensure that the women understand the questions the same way. This reduces the risk of misinterpretations and increase the quality of the data since each team leader collects data on approximately 100 women using the same interpretations and methods. For instance, when measuring the level of violence, each woman will have a different understanding of exactly how much violence "occasionally" means if she answered herself. When the team leader collects the data, he/she explains what "occasionally" means thereby increasing the validity of the data significantly. It doesn't mean that the collected data is perfect.

There are still uncertainty factors like "social desirability bias", which occurs when respondents give answers that are considered more desirable, because of norms and a natural wish to demonstrate personal success. This is a common source of bias in all surveys.

Furthermore, the women do not have good accounting skills when they enter the program – it is something they learn in the program. This means that the data collected before participation is more uncertain than the data collected after they have left the program: Some women underestimate their actual income or expenses – others overestimate them.

However, by training the team leaders to be as objective as possible in the data collection, this bias is smaller than if the women (most of whom have never answered a survey) had to answer by themselves.

Thus, the validity of the data is considered high for this type of respondents, since many of the women cannot read and have little or no access to computers where they could report anonymously.

CALCULATION

" A detailed description of the calculations for the input, output and outcome for the evaluation and forecast can be seen in the following section "

SOCIAL RETURN ON INVESTMENT

A detailed description of the calculations for the input, output and outcome for the evaluation and forecast can be seen in the following section. All values are consistently shown in DKK to make it easier for the reader to compare and comprehend the values. The values listed on the input side has not been converted from Nepalese Rupees (NPR), since the donations were given in DKK and the volunteers were Danish. On the outcome side however, the women's income increase, school- and alcohol expenditure has been converted from NPR to DKK using the same exchange rate of 15.29 (100 NPR = 6.54 DKK) as used for the financial statements of WAWCAS in 2015.

INPUTS

Input is defined as all resources used to operate the organisation and its programs for a given period – in this case 2015. Concrete inputs are financial donations (these include salaries for employees, administration costs and other operating expenses) and time invested by volunteers.

TABLE 3 - INPUTS

INPUT		
INPUT TYPE	DESCRIPTION	VALUE (DKK)
Financial donations spent in Denmark	Based on financial statements of 2015 and first four months of 2016. Savings kept for the following year are not included since we are interested in the actual input spent on the women participating in 2015.	1,448,774
Financial donations spent in Nepal	Based on financial statements of 2015 and first four months of 2016. The money has been transferred from Denmark to Nepal, where the prices of goods and services are three times lower than in Denmark ¹⁰ . Thus, the value of the transferred money has been adjusted for Purchase Power Parity (PPP) in this analysis to account for the price difference.	3,341,221
Volunteers' time	Based on a survey of the volunteers. They spent 607 hours volunteering for WAWCAS in 2015. The hourly value in DKK of voluntary work is based on educational level.	147,720
TOTAL INPUT SPENT ON WOMEN PARTICIPATING IN 2015		4,937,715

CALCULATION

OUTPUT

The output is a quantitative statement of the number of activities and people directly involved in WAWCAS in 2015. In this analysis, the volunteers and the women make up the output. Other stakeholders like the women's children and their families also experience effects. These are accounted for as increases in school expenditure and reduction in alcohol expenditure and they have an influence on the women's well-being (table 4). In the section "Other value creation", these effects are described,

Participants: 339 women entered the program in 2015 and finished 16 months later. When the women entered the program, their annual earnings were NPR 5,717,264 equalling DKK 373,922. When they left the program, this had increased to NPR 21,834,636 equalling DKK 1,428,034. These values are described and valued in DKK in table 4.

Volunteers: 11 people volunteered for WAWCAS in 2015 in total and the total value of their well-being effects are DKK 313,929.

OUTCOME

The outcome is the substantial effect the project has had on the stakeholders. This is where a monetary value is assigned to the output. In this analysis, the outcome falls in two parts as mentioned earlier: An evaluation, where the development of each woman has been tracked individually and a forecast of the estimated outcome 5 years after they have left the program. The detailed calculations of the two parts are described in tables 4 and 5.

THE WOMENS IDENTIFIED WELL-BEINGS

- SELF-EMPLOYMENT
- EMPLOYED PARENT FOR CHILDREN
- ABLE TO OBTAIN ADVISE LOCALLY
- HIGH CONFIDENCE
- FEEL IN CONTROL IN LIFE
- CAN RELY ON FAMILY
- AFFORD TO KEEP HOUSE WELL DECORATED
- ABLE TO SAVE REGULARLY
- FINANCIAL COMFORT
- MEMBER OF SOCIAL GROUP

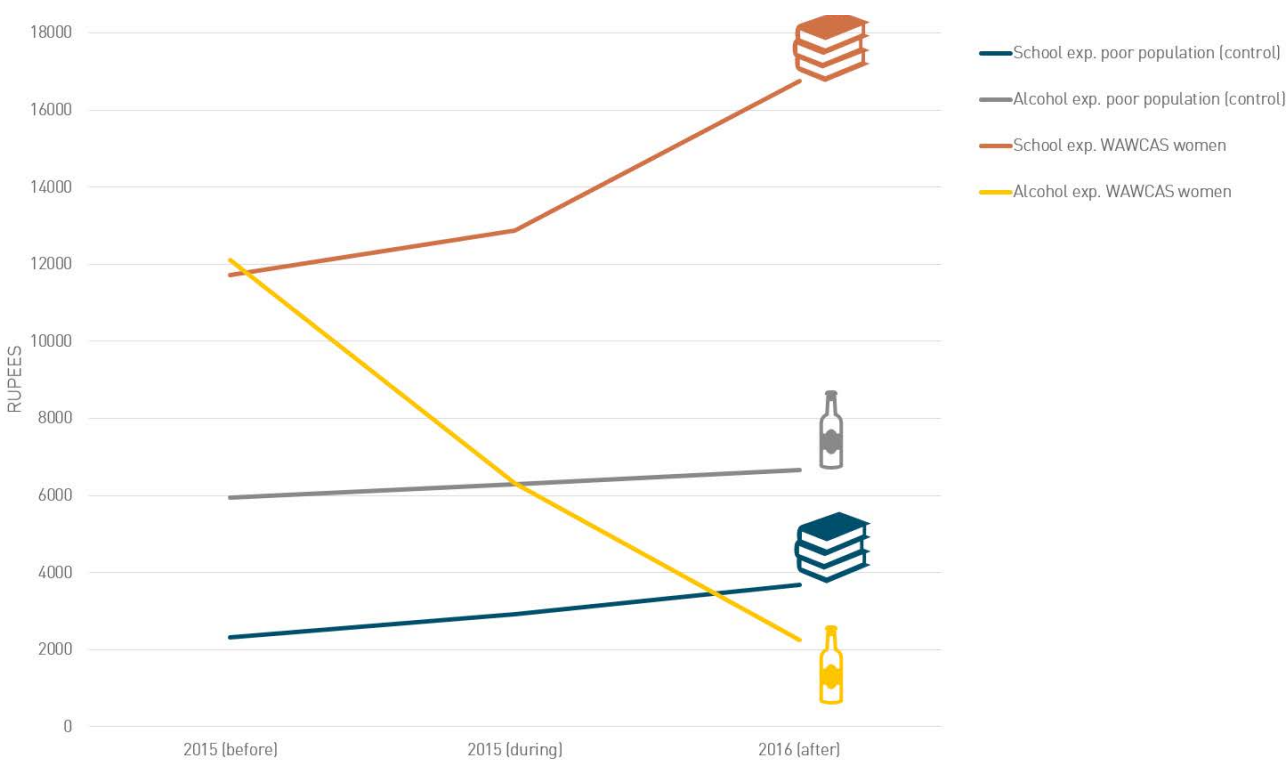
CALCULATION

TABLE 4 - OUTCOMES OF EVALUATION

OUTCOMES OF EVALUATION OF 16 MONTHS OF TRAINING PROGRAM		
OUTCOME TYPE	DESCRIPTION	ANNUAL VALUE (DKK)
Women's income increase (annual)	<p>The annual income for the 339 women before the program started was 373,922 DKK. After 16 months it had increased to an annual income of 1,428,016 DKK.</p> <p>23 women have been assigned the average income increase of the 316 women participating because data was missing for them. Data is based on before and after statements collected by WAW-CAS team leaders.</p>	1,054,094
Increase in school expenditure on children	<p>It is required that the women send their children to school when they join WAWCAS. The increase in school expenditure is counted as a positive outcome.</p> <p>Data is based on before and after statements collected by WAW-CAS team leaders.</p>	103,823
Reduction in alcohol expenditure	<p>As the women begin to earn money they earn more respect from their husband and learn how to keep record of unnecessary spending. This reduces alcohol expenditure significantly, thus the reduction in alcohol expenditure is calculated as a positive outcome created by WAWCAS in this analysis.</p>	203,707
Volunteer's well-being	<p>Volunteers experience positive well-being effects of doing voluntary work.</p> <p>Data is based on HACT's¹¹ value estimation of doing voluntary work for at least a month.</p>	313,929
Women's well-being	<p>The women also gain personal well-being effects by participating in the program. These effects have been identified through interviews with some of the women and the data collected on all the women before and after participation generally support this.</p> <p>The monetary value of the well-being effects is based on estimations from the Social Value Bank¹². The values have been PPP adjusted (from UK to Nepal) and it is assumed that 25 % of the women experience the full effect of these identified social values. The reduction of 75 % is done, because some women will experience only a part of the well-being effects and with different intensity. The value is calculated for 12 months, since the effects do not occur immediately after the women has entered the program.</p> <p>The following effects from the Social Value Bank has been included: Self-employment, employed parent for children, able to obtain advise locally, high confidence, feel in control in life, can rely on family, afford to keep house well decorated, able to save regularly, financial comfort, member of social group.</p>	18,705,173
TOTAL OUTCOME AFTER 16 MONTHS IN THE TRAINING PROGRAM		20,380,725

CALCULATION

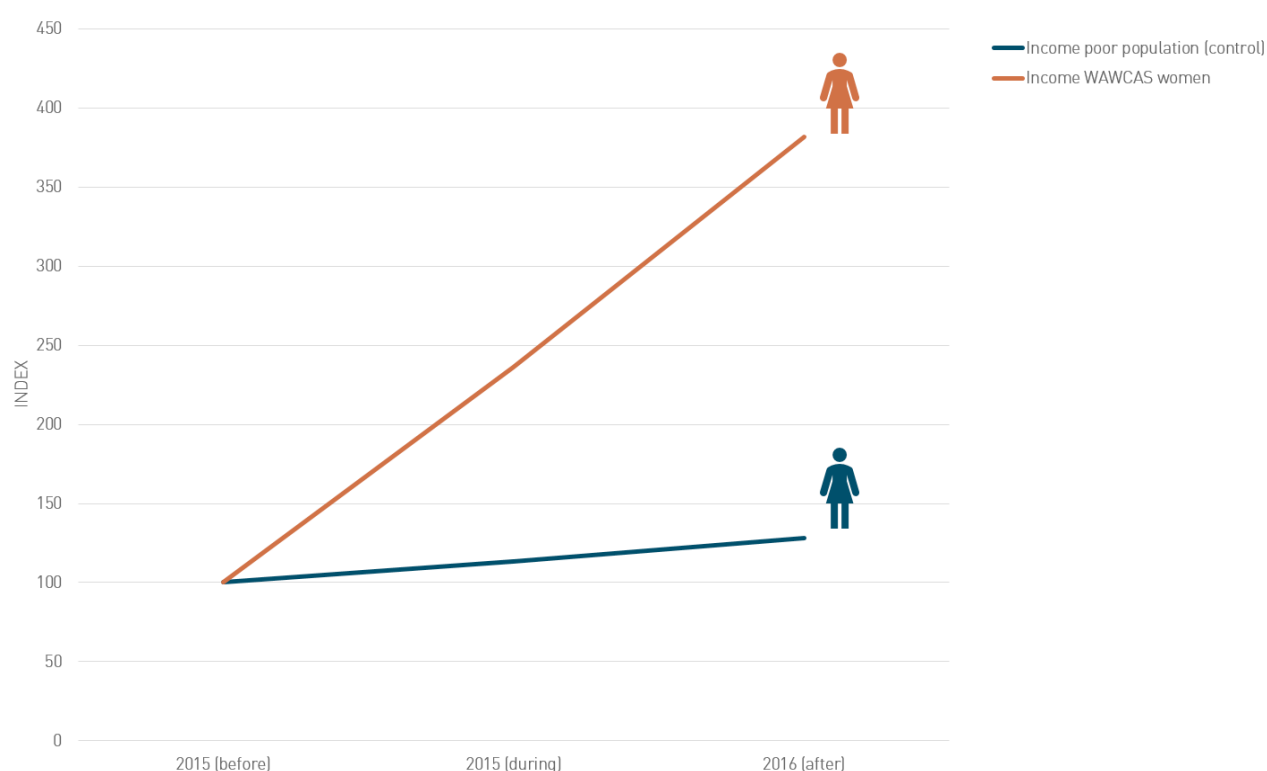
FIGURE 5 - CHANGES IN SCHOOL AND ALCOHOL EXPENDITURE PER WOMEN DURING PROGRAM



Note: Control group based on annual household survey by UNDP in Nepal¹³

CALCULATION

FIGURE 6 - INCOME INCREASE FOR WAWCAS WOMEN COMPARED TO POOREST RURAL POPULATION IN NEPAL



Note: Control group based on annual household survey by UNDP in Nepal¹⁴

TABLE 5 - OUTCOMES OF FORECAST 5 YEARS AHEAD

OUTCOMES OF FORECAST AFTER 5 YEARS		
OUTCOME TYPE	DESCRIPTION	VALUE (DKK)
Phase in: Women's income increase	It is assumed that 95 % of the women sustain their business for five years ¹⁵ and that the capital after finishing the WAWCAS program will accumulate by 50 % each year. The phase in is based on results from a similar project in Nepal ¹⁶ .	10,301,796
Women's well-being	The well-being effects from Social Value Bank including PPP adjustment and the reduction of 75 % have been multiplied by 4 to estimate the effects 5 years out in time (the first year is accounted for in the evaluation).	71,079,656
Total outcome from evaluation	The total outcome after 16 months of participation (see calculations in table 4)	20,380,725
TOTAL OUTCOME YEAR 5 (INCLUDING OUTCOME FROM EVALUATION)		101,762,177

CALCULATION

DEDUCTIONS

When calculating the effects of a program, it is important to consider potential factors that can decrease the value of the outcome in order to give a realistic estimate of the effects WAWCAS has on the women. The value of the outcomes after the deductions have been calculated are shown in table 6.

TABLE 5 - OUTCOMES OF FORECAST 5 YEARS AHEAD

DEDUCTIONS OF FORECAST AFTER 5 YEARS		
DEDUCTION TYPE	DESCRIPTION	VALUE (DKK) AFTER DEDUCTION
Deadweight	Deadweight indicates the effects that would have occurred if WAWCAS had not existed. The household income increase for the poorest is 20 % of the population in Nepal, living in rural areas is 13 % annually including inflation and general wage increase ¹⁷ . The inflation and wage increase is deducted from the women's income increase.	5,134,631
Drop off / risk calculation	Drop off indicates the percentage of the effect that is likely to fade or disappear as time passes. The uncertain political climate and other country risks like earthquakes are the main risks that might affect the women negatively in the future. Nepal is considered a high-risk country, therefore a depreciation of 50 % over a 5-year period ¹⁸ is accounted. This depreciation is done after the deadweight has been calculated.	38,123,410 (incl. deadweight)
Attribution	Attribution indicates if some of the created value can be attributed to others. In this analysis, the attribution is 0 % since the women were extremely poor and had no real chances of improving their income and quality of life, if they have not participated in the WAWCAS program.	None
Displacement	Displacement shows whether WAWCAS' effect has displaced other positive outcomes. This analysis has found no displacements.	None
TOTAL OUTCOME YEAR 5 INCLUDING DEDUCTIONS (38,123,410 + 20,380,725 FROM EVALUATION)		58,504,135

CALCULATION

CALCULATING THE SROI RATIO

The SROI ratio is a metric that shows how much value is generated in DKK for every 1 DKK of value put in to the project. The ratio falls in two parts: One for the evaluation, where the ratio shows the immediate value that has been created when the women leave the training program, and one for the forecast where the value created is estimated 5 years after they started in the WAWCAS Program.

The total input spent on the women in the evaluation part is DKK 4,937,715 and the outcome is DKK 20,380,725.

Calculation of SROI ratio in the evaluation: $20,380,725 / 4,937,715 = 4.13$

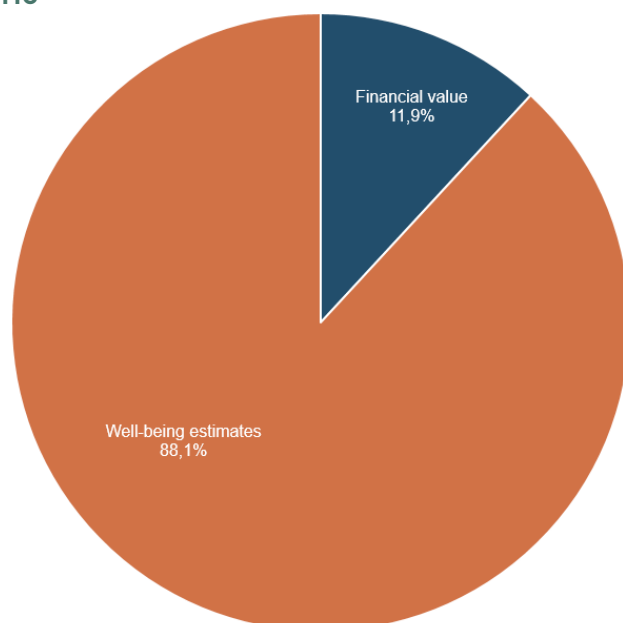
As shown above in the calculations, the total input is still DKK 4,937,715, since no input is spent on the women after they leave the WAWCAS program. The total outcome year 5 including deductions is DKK 50,251,233.

Calculation of SROI ratio in the forecast (year 5): $58,504,135 / 4,937,715 = 11.85$

The SROI ratio year 5 thus shows how many times the input is "paid back" to the stakeholders in financial and social values. This corresponds to an annualised return of 64 % over a 5-year period.

To give an understanding of what the value consists of, figure 7 shows how much of the value is based on financial values and how much is based on personal well-being estimates for the volunteers and the women.

FIGURE 7 - COMPONENTS OF THE SROI RATIO



Note: The displayed share is based on the following assumptions: The effects last 5 years, 25 % of the women experience the full well-being effects and their income is increased by 50 % each year.

SENSITIVITY ANALYSIS

" This paragraph presents different sensitivity analyses that examine how changes in the assumptions affects the SROI ratio "

The forecast is based on assumptions and with assumptions comes uncertainties. These are elaborated in appendix 2. In addition, this paragraph presents different sensitivity analyses that examine how changes in the assumptions affects the SROI ratio. This gives an idea of the ratio's sensitivity in different scenarios.

DURATION OF EFFECTS

The analysis assumes that all the outcomes in the forecast (women's income and well-being) last for five years. This is supported by the fact that 95 % of the business are still running after five years¹⁹. However, it is possible that the income increase and the well-being effects will last longer or cease to increase as time passes. Table 7 shows how changes in the duration affects the SROI ratio:

TABLE 7 - NUMBER OF YEARS WITH INCOME INCREASE

NUMBER OF YEARS WITH INCOME INCREASE						
YEARS	1	3	5	7	10	15
SROI RATIO YEAR 5	4.13	7.88	11.85	16.39	26.28	82.03

THE WOMEN'S INCOME INCREASE

The analysis assumes that the women increase their income by 50 % each year. This is based on findings from a similar project in Nepal, where they have been able to track the income development of similar women⁹. Table 8 shows how the SROI ratio is affected if the assumed percent of income increase changes the women gain each year for five years. As illustrated, changing the annual income increase does not have a large impact on the SROI ratio. This is because the financial values constitute a relatively small share of the total SROI compared to the well-being effects.

TABLE 8 - PERCENT OF INCOME INCREASE EACH YEAR

PERCENT OF INCOME INCREASE EACH YEAR						
PERCENT	10 %	20 %	30 %	50 %	100 %	200 %
SROI RATIO YEAR 5	11.44	11.50	11.58	11.85	13.53	28.07

WELL-BEING EFFECTS

The analysis assumes that 25 % of the 339 women experience the full well-being effects for five years based on the values from the Social Value Bank. As seen in table 9, the percentage of the women who experience the well-being effects has a significant effect on the SROI ratio. This is due to the relatively large share of the total SROI ratio that the well-being effects constitute compared to the financial values.

TABLE 9 - PERCENT WHO EXPERIENCE WELL-BEING EFFECTS

PERCENT WHO EXPERIENCE WELL-BEING EFFECTS						
PERCENT	5 %	10 %	0 %	25 %	50 %	100 %
SROI RATIO YEAR 5	3.06	5.26	9.65	11.85	22.83	44.81

SENSITIVITY ANALYSIS

NUMBER OF WOMEN WHO STILL RUN THEIR BUSINESS AFTER FIVE YEARS

In the analysis, it is assumed that 95 % of the 339 women sustain their business after five years and that the full well-being effects for 25 % of the women also last five years. Table 10 illustrates what happens to the SROI ratio if some of the women lose their business (and thus their income and the well-being effects) in the forecast period (year 2 to 5). This means that the effect documented in the evaluation is kept.

TABLE 10 - PERCENT WHO SUSTAIN THEIR BUSINESS FOR 5 YEARS

PERCENT WHO SUSTAIN THEIR BUSINESS FOR 5 YEARS						
PERCENT	30 %	40 %	60 %	75 %	95 %	100 %
SROI RATIO YEAR 5	6.57	7.38	9.00	10.22	11.85	12.25

The sensitivity analyses show, that WAWCAS women sustain a positive outcome even in worst case scenarios.

OTHER VALUE CREATION

" The women's participation in the WAWCAS Program is considered to have improved the living conditions for many close relatives involving children, husbands and other family members "

Throughout the analysis it has become clear that WAWCAS creates more value than measured monetarily in the analysis. Especially, the families of the participants experience many positive effects, which are not considered in the analysis. The women's participation in the WAWCAS Program is considered to have improved the living conditions for many close relatives involving children, husbands and other family members.

BETTER EDUCATION AND JOB OPPORTUNITIES FOR THE CHILDREN

One positive effect is the increase in children's education level caused by the women's participation in the WAWCAS Program. When the women join the program, their children must go to school. Results from WAWCAS show that 100 % of the participants' children have attended school regularly after they joined the program. Before, the children only attended low quality schools occasionally.

Furthermore, 90 % of the children in Kathmandu - where they are available - attend private schools as the women can now afford it and are persuaded to do so, because the public schools often have a bad educational level²⁰. Thus, the children get a good education that will improve their life opportunities significantly by giving them skills that increase their chances of getting a good job and income. This is a positive effect of WAWCAS, which is not measured in the analysis, because we - at this point - it is very difficult to estimate the future value of their education.

The value is also affecting society in general as the future workforce becomes more educated and the general wealth level will rise correspondingly. Unfortunately, it is not possible to measure this effect either, but it may be possible in the future.

LESS VIOLENCE AND ABUSE

Another positive effect is a decrease in social issues such as domestic violence and abuse. The women in the program have reported a significant decrease in domestic violence along with a more supportive attitude from the husband. Interviews with the women indicate that this is a result of the more independent status and respect the women gain as they become able to earn money for the family - something that poor families traditionally must rely on the husband to do. This effect is assumed to be caused by the program and the network that the women become a part of through the WAWCAS Program.

SUPPORTIVE NETWORK

The WAWCAS network is a strong community where the women continue to support each other's business and help fight social injustice like domestic violence. Most importantly, this network continues to exist after the women has left the program and this helps them to sustain the positive development in the future. Some women have, by own initiative, merged groups where they discuss democratic values and social behaviour. They work together and learn to support each other in struggles. This is assumed to affect the women positively both physically and mentally as well as it improves the health of the husband and children. Some of these effects have been estimated financially by using the Social Value Bank. However, it is very likely that there are other positive well-being effects that are not accounted for.

VOLUNTEER'S SKILLS AND FUTURE OPPORTUNITIES

The outcome for the volunteers is only measured and calculated as increased personal well-being. It has been documented that volunteering causes many other positive effects²¹. The working experience is assumed to have a positive outcome for the volunteers' career opportunities and other positive effects such as happiness, social skills, and improved health condition brings additional value to the individuals, which is not accounted for in the analysis.

CONCLUSION

" For every 1 DKK invested in input, 11.85 DKK are created in value "

The analysis has shown that WAWCAS creates a positive sustainable value for the participants of the program and the volunteers in the organisation. This is created through the unique program that empowers women, builds businesses, reduces social problems and secures education for the participants' children.

Concretely, the SROI ratio is calculated to be 11.85 if the outcome lasts for five years as expected. This means that for every 1 DKK invested in input, 11.85 DKK are created in value. The value is composed of an increase in income and personal well-being for the women in the program, school attendance for their children, reductions in alcohol expenditure and increased personal well-being for WAWCAS' volunteers in Denmark.

Throughout the analysis process, it has become clear that the WAWCAS Program creates many additional values that are not accounted for in financial terms in the analysis. These effects count better social conditions for the families, less violence, more supportive attitudes from husbands and a positive development in the local area on the long run as more children receive better education. In a future analysis, it might be possible to estimate and include these values in financial terms.

It is also important to consider the sheer number of beneficiaries who has participated in the program. In 2015, 339 women experience a significant improvement in their standard of living and overall quality of life. In addition to this, even more family members and children benefit from the WAWCAS Program. Thus, a relatively small donation can create long-lasting impact for a whole family.

The calculations are influenced by numerous assumptions and uncertainties. These are challenged in the section "Sensitivity analyses" and accounted for in appendix 2 "Assumptions and measurement uncertainties". Having assessed these, the conclusion is sustained and the SROI ratio of 11.85 is considered a conservative estimate of the value WAWCAS creates. This underlines the positive impact WAWCAS has on their target group and society in general.



APPENDIX 1

IMPACT MAP

	STEP 1	STEP 2			
STAKEHOLDERS	CHANGE	INPUTS		OUTPUTS	OUTCOME/IMPLICATION
The participants	Opportunity to improve life, establish business, provide for the family and secure education for children. Chance to get a better quality of life.	Time (not included)	0	339 participants finishing the program	Improved personal wellbeing, education and increased income. A business to manage and a strategy to follow.
Volunteers	Opportunity to help others, empower individuals to improve their life and support the development of a local community.	Time, skills and energy	DKK 147,720	607 hours	Gain experience and improve personal wellbeing.
Contributors	Contribute with financial input to support the program.	Financial contributions (PPP adjusted)	DKK 4,789,995		
TOTAL			DKK 4,937,715		

	STEP 3						
STAKEHOLDERS	INDICATOR	NUMBER	UNCERTAINTY	FINANCIAL PROXY	PRICE PER UNIT	SOURCE	TOTAL VALUE IN DKK
The participants	Income increase	339	The indicators are based on the participants' own documentation supported by the Local Program Leaders' follow up on income before and after the program The increase in well-being and value hereof differences from individual to individual. Therefore, an average value is used.	Different indicators collected before and after measurement and values from the Social Value Bank.		Data set from WAWCAS and Social Value Bank.	DKK 20,066,796
Volunteers	Personal well-being increase	11		Well-being value estimate for volunteering.	DKK 28,539	Fujiwara, D, HACT, 2014	DKK 313,929
Contributors							

	STEP 4					STEP 5
STAKEHOLDERS	DEAD WEIGHT	DISPLACEMENT	ATTRIBUTION	DROP-OFF	NET EFFECT	FIRST YEAR
The participants	13 %	None	None	50 %	DKK 58,504,135	
Volunteers	50 %					
Contributors						
TOTAL					DKK 58,504,135	

APPENDIX 2

ASSUMPTIONS AND UNCERTAINTY

The analysis is based on many assumptions that affect the conclusion. In addition to this, uncertainties are attached to both measurements and data collection. This table describes these assumptions and explains how they affect the results of the analysis.

▼ NEGATIVE EFFECTS	▲ POSITIVE EFFECTS
Data WAWCAS has invested a lot of time and effort in creating a good data system where team leaders collect data on the women's development. Because of this it has been assumed that the data represents the true values. However, errors in the collection phase can't be ruled out. If the effects reported in the evaluation are overestimated, the outcome and the SROI ratio will be lower than reported.	Data As mentioned, errors in the collection phase can't be ruled out. If the effects reported in the evaluation are underestimated, the outcome and the SROI ratio will be higher than reported.
Effects: Long-term WAWCAS has documented that all the participants of the program have continued operating their businesses for at least five years after they finished the program. The SROI-analysis has been calculated under this assumption. If some businesses shut down earlier, the SROI ratio will be affected negatively.	Effects: Multiplication There are many uncertainties involved in predicting the future income of the participants. If the women continue to maintain their businesses and develop them, it could be expected that their incomes will increase even more over time. Furthermore, the local communities in Nepal are affected positively by the new businesses and will increase their wealth. This effect will affect other parts of the communities as multiplication effects initially caused by WAWCAS. If these effects could be measured, then the SROI ratio would be affected positively.
Deadweight and drop off A deadweight of 13% and a drop off of 50% over a 5-year period has been assumed. If the true dead weight and drop off turns out to be higher in the future, the SROI ratio will be lower than estimated in the analysis.	Increase in the number of participants An increase in the number of participants The marginal cost of expanding the program and helping more women is quite low. This means that an expansion of the program is likely to increase the SROI ratio.
Attribution and displacement Deadweight and drop off has been included in the analysis, but it is assumed (with great certainty) that no other variables have affected the participants during the program and that WAWCAS has caused the majority of the improvements the women experience. If this is not the case in the future, the outcome is affected negatively and the SROI ratio will be lower.	Other value creation If it becomes possible to estimate some of the positive effects that has not been accounted for in financial terms in the future, the SROI ratio will increase.

APPENDIX 3

REFERENCES

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6	Trochim, W. (2006). "Types of designs". Research Methods Knowledge Base
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8	Økonomer Uden Grænser & Better Editions (2016). "3.3 SROI-model fra Cabinet Office / Social Value UK".
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10	World Bank (2016). PPP conversion factor. https://data.worldbank.org/indicator/PA.NUS.PPP (30/5 2018)
11, 12	HACT (2018). Social Value Calculator. http://www.hact.org.uk/value-calculator (18/5 2018)
15	Based on interviews with a random sample of women
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18	The risk calculation is based on reports from OECD and Damodaran
19	Based on interviews with a random sample of women
20	Moore, C. (2014). "7 Facts About Education in Nepal".
21	Segal, J. and Robinson, L. (2016). Volunteering and its Surprising Benefits. https://www.helpguide.org/articles/work-career/volunteering-and-its-surprising-benefits.htm (1/3 2017)

An aerial photograph of a city, likely Copenhagen, with a teal overlay. The image shows various buildings, including a prominent tall apartment building in the center and several older, multi-story buildings in the foreground. The text is overlaid on the image.

SOCIAL RESPONSIBILITY IN LIND INVEST

INITIATED BY
HENRIK LIND IN
2012

NUMBER OF
PROJECTS
05

TOTAL AMOUNT OF
DONATIONS IN 2017
1,555,000 DKK



OUR INVOLVEMENT



FUNDAMENTET

Aarhus,
Denmark



GALLO KRISERÅDGIVNING

Aarhus,
Denmark



WHERE RAINBOWS MEET

Cape Town,
South africa



LITTLE BIG HELP

Kolkata,
India



WAWCAS

Kathmandu,
Nepal

4,436,555 DKK

IN TOTAL CONTRIBUTED SINCE 2012

STATEMENT OF SUPPORT



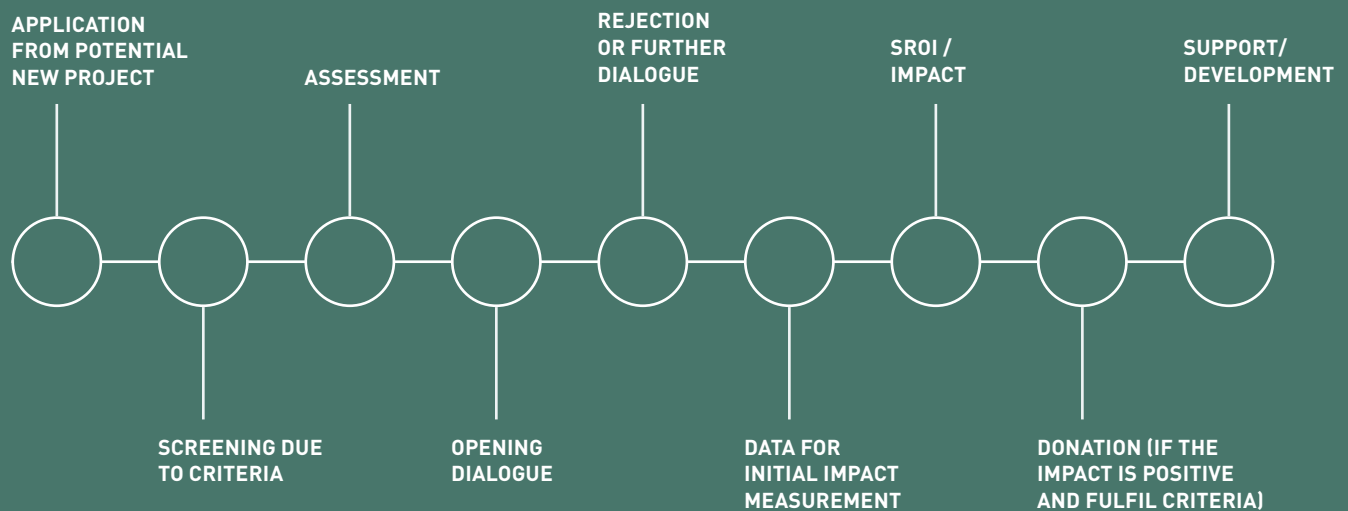
OUR APPROACH

The approach to social responsibility is catalytic and proactive. We base our strategy on strong commitments to the projects we undertake and that we are committed to a long-term impact. Therefore, it is essential that the resources we invest in social projects have a maximum impact for the specific target group and that we can objectively measure the impact of our initiatives and efforts both in a social context and to society in general.

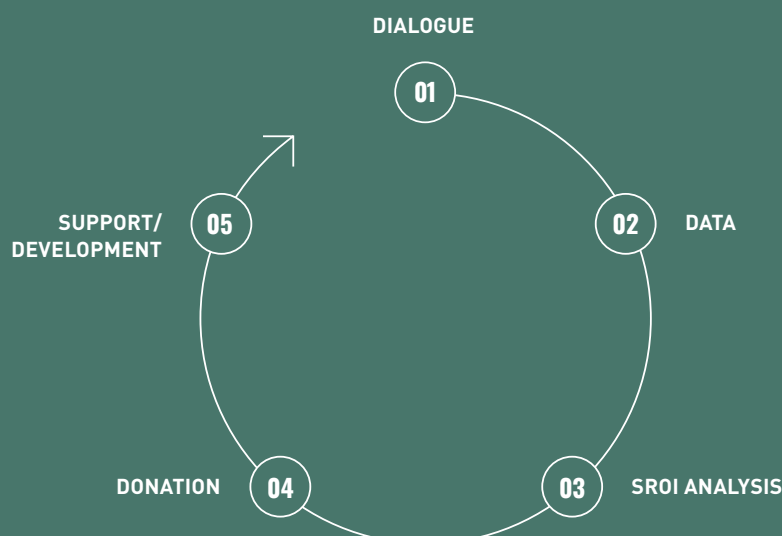
SOCIAL RETURN ON INVESTMENT =

Value created by the project
Investment in the project

THE PROCESS



CYCLUS AFTER COMMITMENT



OUR FIVE CRITERIA

- Lasting effect
- Clearly defined objectives
- Organisational structure
- Cost-effectiveness
- Impact measurement

LIND INVEST



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LIND INVEST