

# **SOCIAL RETURN ON INVESTMENT**

## **2018 REPORT**

**LittleBigHelp**  
www.littlebighelp.dk

**BOYS' HOME**

**LIND INVEST**

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**LITTLEBIGHELP**

[www.littlebighelp.com](http://www.littlebighelp.com)

Founded: 2010

Place of residence: India

Management: Lisbeth Johansen

**SOCIAL RETURN ON INVESTMENT REPORT FOR LITTLE BIG HELP,  
BOYS' HOME 2018**

This report is compiled by Lind Invest with data used from Little-BigHelp in the year of 1 April 2017 to 31 March 2018.

The analysis itself is completed 15 February 2019.

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# INTRODUCTION

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The SROI ratio is found to be 1.76 over a 10-year period. This means that for every 1 Indian Rupee (INR) invested in Boys' Home, 1.76 Indian Rupees are created in value for the stakeholders and society.

This report analyses the social impact created by LittleBigHelp's children's home called "Boys' Home" in Kolkata, India. The impact consists of outcomes experienced by the boys living at Boys' Home, their families and the volunteers in the organisation. The analysis is based on the Social Return on Investment (SROI) method, which focuses on a monetary valuation of social projects. This is done by comparing the investments made in the organisation with the value created for the stakeholders involved.

LittleBigHelp runs several projects in India, including a Girl's Home, community centres, skill development projects, computer centres and an education centre for children with special needs. Boys' Home is one of them. At Boys' Home, boys who have lived under poor conditions on the streets with or without a family get a better life in a safe environment. The children's home gives the boys education, nutrient-rich meals, health checks and personal development – something most of them never had the opportunity to go to or get.

The analysis consists of three parts: Input, output and outcome. The input counts the operating expenses, non-financial gifts and volunteers' time spent on the project. Information gathered by the employees, surveys of the oldest boys and focus groups discussions with the boys' families are then used to estimate the output, which is the total number of boys (and family members) helped at Boys' Home. This data is also used to calculate the outcome, which is the total value created by Boys' Home. This consists of well-being improvements for the boys, their families and well-being improvement for the volunteers. The input, outputs and outcomes are all analysed and used to calculate the final SROI ratio.

The SROI ratio is found to be 1.76 over a 10-year period. This means that for every 1 Indian Rupee (INR) invested in Boys' Home, 1.76 Indian Rupees are created in value for the stakeholders and society. This shows that Boys' Home create positive societal value. The analysis is based on a conservative approach, which means that the SROI ratio shows the minimal expected effect created by Boys' Home. There are also certain outcomes which we can't put a monetary value on and include in the SROI ratio. If they were included, the SROI ratio would be even higher. These are mentioned in under "other value creation" and consists of improvements for the society and further improvements for the individual and the family.

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 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 2017 as well as a forecast on the effects after the boys leave Boys' Home.

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. This is done to ensure that the target group as well as society in general experience as many positive outcomes as possible.





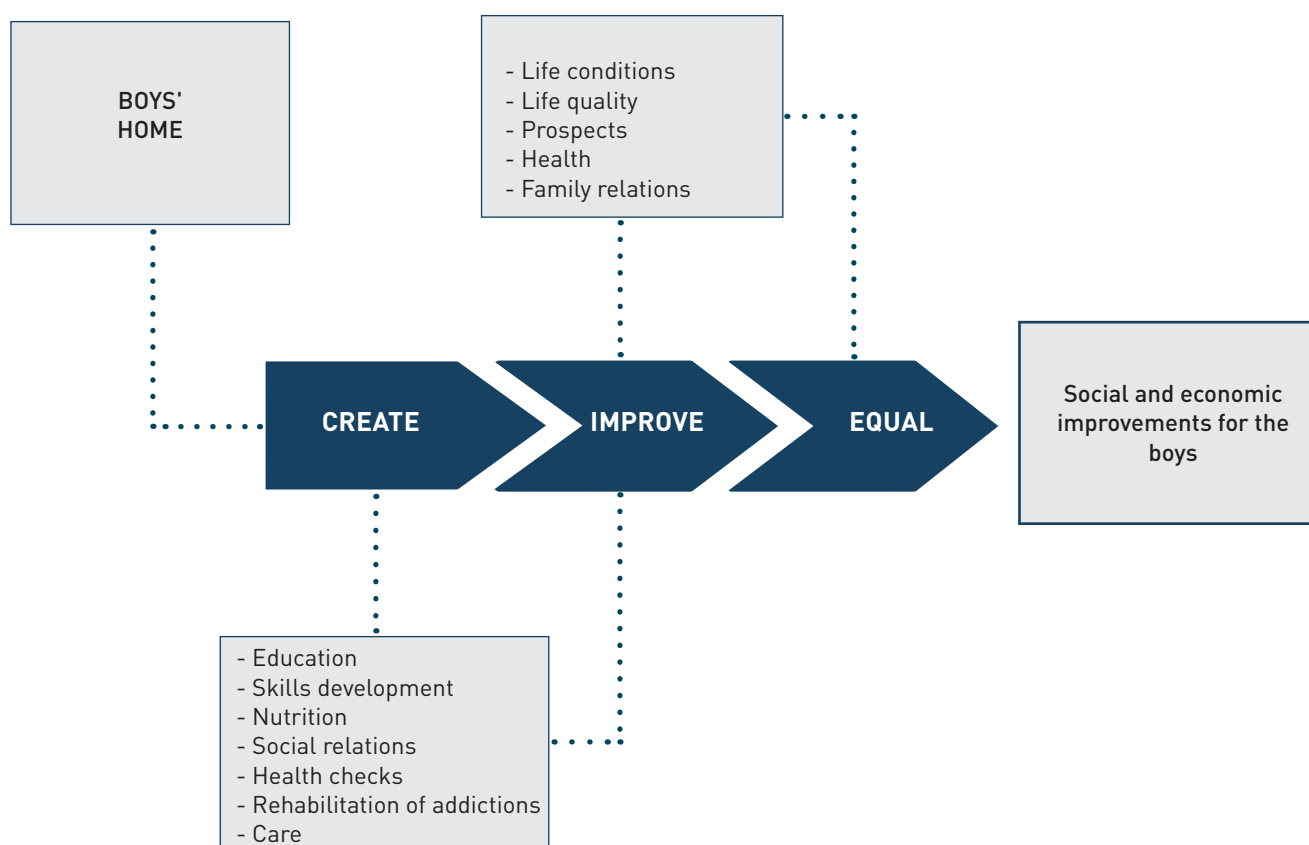
# BOYS' HOME'S APPROACH

At Boys' Home, the boys can start a new life away from the streets with care, comfort, nutrition and education

Boys' Home opened in January 2014 and since then they have provided a safe shelter for 32 young boys. At Boys' Home, the boys can start a new life away from the streets with care, comfort, nutrition and education. Furthermore, they are given a structured everyday life with sports, music, drawing, meditation and games.

The staff and social workers involved with Boys' Home provide ongoing guidance and counselling about the challenges faced in life and how to cope with them. When the boys turn 18 years of age they leave Boys' Home with a solid and stable base of experiences and skills. There is still 2.5 years until the first boy turns 18 and has to leave Boys' Home. However, this doesn't mean that the boys who leave are left alone: LittleBigHelp has a preliminary 'Phasing Out Policy' with financial and emotional assistance that will help the boys in their life outside Boys' Home. This includes the possibility to live in a shared home for up to 24 months. The shared home is paid for by LittleBigHelp including basic facilities and it is planned that an employee will visit them once a week to provide guidance and help. It is expected, that this will improve the boys' chances of a good life after Boys' Home significantly.

FIGURE 1 - THEORY OF CHANGE



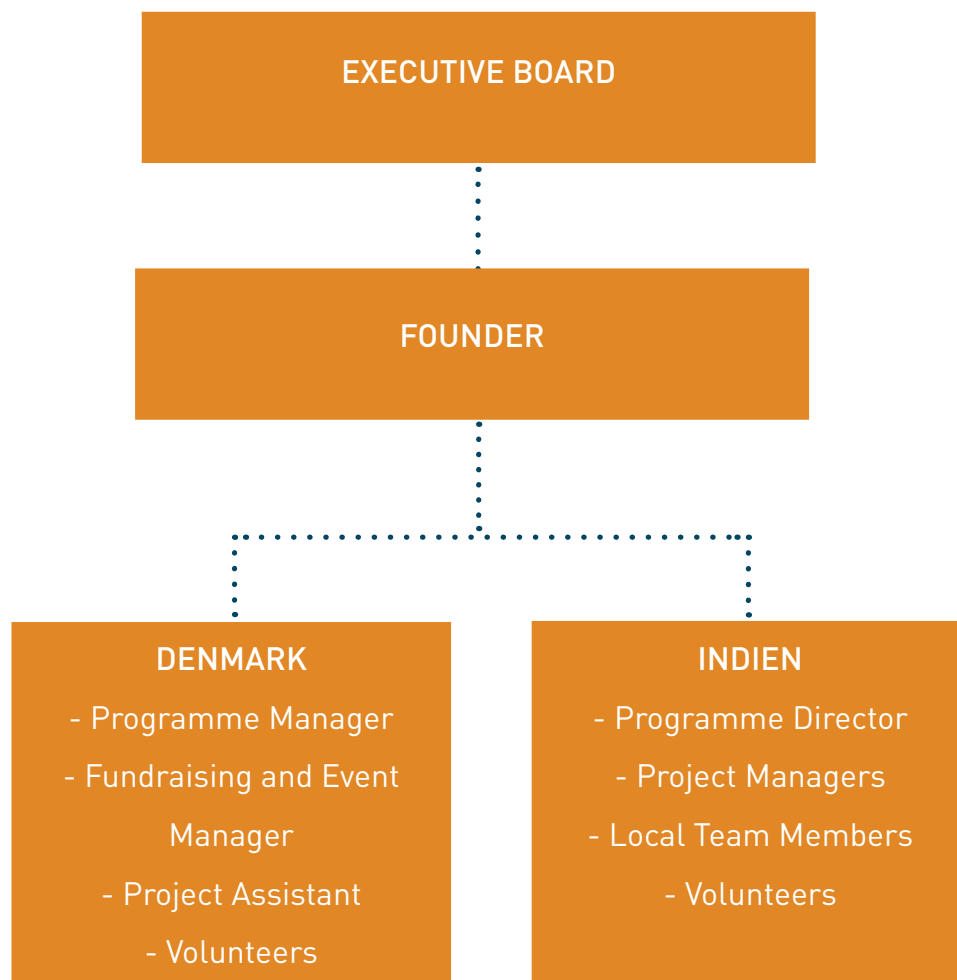


# ORGANISATION

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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 focuses on the operational tasks containing the help and support to children, women and vulnerable people. In India, the organisation has 90 local team members, including a Management team of 7 people who manage all the projects on a day to day basis. The division in Denmark helps with fundraising, branding of the organisation, administrative work and preparing for the annual fundraising Charity Gala. In Denmark, the team consists of a Programme Manager, a Fundraising and Events Manager and a Project Assistant. Furthermore, many volunteers help with the assignments in Denmark. In figure 2 the organisation is illustrated.

**FIGURE 2 - ORGANISATIONAL OVERVIEW**



# METHOD

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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 Government<sup>1</sup>. 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. The method is however not fully perfect and is still being developed as it is used in practice, and there are also other methods to measure social impact<sup>2</sup>. 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 INR 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 3.



# METHOD

FIGURE 3 - THE SIX STEPS IN THE SROI ANALYSIS

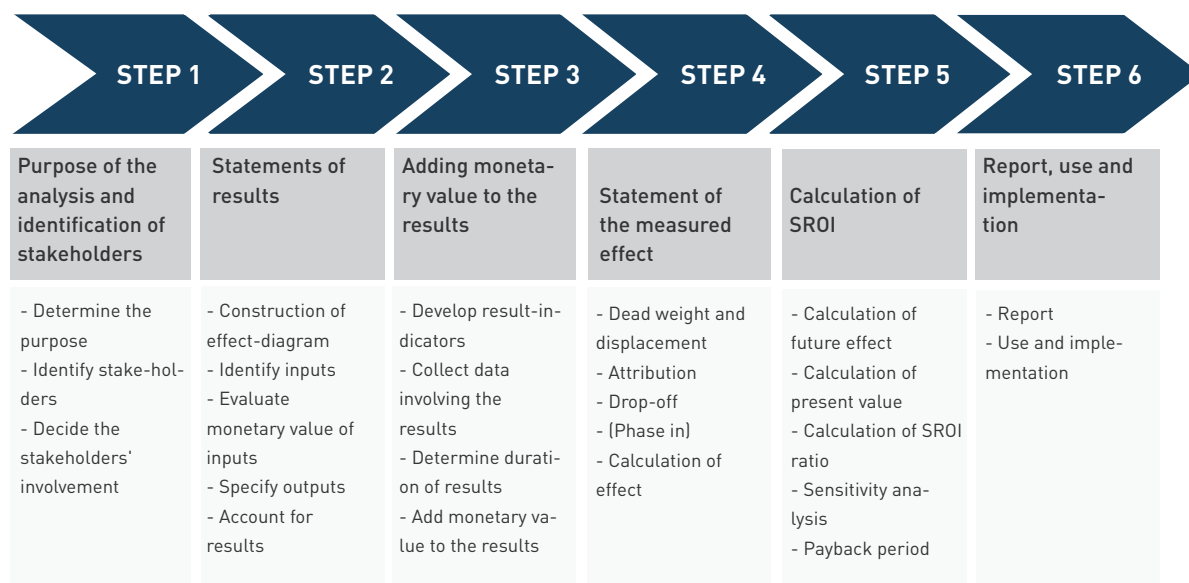


TABLE 1 - LEVEL OF ANALYSIS AND THE STATISTICAL METHODS<sup>4</sup>

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.

Note: A 'treatment' refers to a given activity/treatment that a person receives. This could be nutritious food, counselling, education etc.

# METHOD

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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 actual achievements during program participation

The evaluation is based on data collected while the boys are living at Boys' Home. This indicates the yearly effects experienced while the boys are living at Boys' Home. However, some of the effects do not appear this early in the process – they develop over time when the boys leave Boys' Home and expectedly continue to develop and improve their live situation. These effects are calculated in the forecast.

**FORECAST:** The predicted effects after 10 years

The final SROI ratio is calculated for the expected effects after 10 years. This is done because some effects evolve and change over time. When the boys turn 18 and leave Boys' Home, their lives also change, and this will have an effect on the expected outcome.

The boys' average age is currently 11 years, which means they have seven years left at Boys' Home on average. For the seven remaining years, input is spent on the boys. For the last three years of the 10-year forecast, the boys are on their own and thus no input from Boys' Home is spent on them.

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 predicted effects. 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 analysis<sup>3</sup>. 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.

The boys living at Boys' Home were all poor and exposed to very rough living conditions. Uncertainties about safety, lack of food and purpose in life was something they often had to deal with before they moved in at Boys' Home. This means that their chances of improving their income and quality of life are extremely low, had they not moved in at Boys' Home. From a methodological perspective, these circumstances increase the likelihood that no other variables have caused the effect Boys' Home has had on the boys' development, since the likelihood of finding other options to improve their 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 boys over time with higher certainty.

# PERSONA

## PERSONA OF A BOY WHO LIVES AT BOYS' HOME

- HAS LIVED ON THE STREET OR THE SLUM FOR A LONG PERIOD
- DID NOT ATTEND 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 HAVE BEEN ADDICTED TO ALCOHOL, DRUGS AND/OR GLUE

# STAKEHOLDERS

We define stakeholders as individuals who are affected by the project first hand and individuals who are affected by the first hand stakeholders 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 volunteers or 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.

In this analysis it is possible to estimate the direct effects experienced by the boys and volunteers. Furthermore, through focus group discussions, it is now possible to estimate how the boys' families have been affected, now that their son (or for some, grandson) is living at Boys' Home. 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, neighbours, 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 - OVERVIEW OF THE STAKEHOLDERS**

STAKEHOLDERS	DESCRIPTION	INCLUDED IN EVALUATION	INCLUDED IN FORECAST
The boys	The main stakeholder since Boys' Home program is specifically designed to improve their lives.	Yes. They are the main stakeholders and experience the program first hand.	Yes Their continued development over a 10-year period is analysed.
Families of the participants	The families are mainly affected in two ways: Firstly, they now have one less child to provide for. This makes it easier to provide for the rest of the family. Secondly, they experience positive wellbeing effects, knowing that their son or grandson is now living in a safe and healthy environment, giving him the knowledge and skills to improve his – and possibly the families' – living conditions for many years to come.	Yes. They experience effects of Boys' Home second hand.	Yes. Some of the wellbeing effects of having a son or grandson with improved quality of life is included.
Volunteers	A significant part of the organisational work is done by volunteers in Denmark. They mainly do administrative tasks, fundraising and develop the data framework.	Yes. The time they spent as volunteers for Boys' Home count as input. Other than helping the organisation they also gain personal experiences and wellbeing effects as an outcome.	Yes. As long as the boys are still living at Boys' Home, the volunteers are a part of the analysis.
Management	LittleBigHelp is operated by 27 employees: 6 full time employees (a head of Boys' Home and five multi-purpose workers) and 21 part time employees (a project manager, an accountant, teachers, cooks, a medical officer, cleaners and security).	Indirectly. The management's salaries are included in the operating expenses.	Indirectly. The management's salaries are included in the operating expenses until the boys leave Boys' Home.
Donors	These stakeholders give financial donations to LittleBigHelp and Boys' Home. These are both companies and private individuals.	Yes. Their financial donations spent on the operation are counted as input.	No. They are not affected first- or second-hand by Boys' Home

# DATA

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The outcome is based on a survey of the older boys (12 years old and above) living at Boys' Home.

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 2017. 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. Some volunteers have only helped at Boys' Home, others have helped LittleBigHelp in general and thus partly contributed to Boys' Home. The number of hours they have spent on Boys' Home has been calculated from Boys Home's share of the total running costs of LittleBigHelp (app. 23%). The hourly rate ranges from 110 DKK per hour, for a volunteer whose highest educational level is primary school, to 200 DKK per hour, for a volunteer with a candidate/master from a university<sup>5</sup>. Educational level thus works as a proxy for the value each volunteer can give to the project.

Data for the output (number of boys at Boys' Home, parents, volunteers, employees etc.) has been counted by LittleBigHelp's administration in Denmark. They have regular contact with the projects in India and coordinate all major decisions.

The value that has come out of the output activities is called the outcome. The outcome is based on a survey of the older boys (12 years old and above) living at Boys' Home. The reason why we only ask the older boys, is that age is the primary determinant of being able to give meaningful answers. Research shows, that young children are not able to comprehend and understand relatively simple questions<sup>6</sup>. Hence, by asking the older boys we get more meaningful and precise statements from them. In addition to the survey, we also have anonymised background information on all the boys at Boys' Home. This includes descriptions of the circumstances that led the boy to Boys' Home and how his living conditions were before.

The families also experience positive effects, now that their boy is living in a safe and prosperous home. These are also included in the outcome. To estimate the effect on the families, a focus group discussion with 18 parents (or grandparents, if they were the caretakers) was arranged. By gathering data through a focus group discussion, the staff was able to explain what the questions meant and how they should be understood. It would not have been possible through individual surveys of the parents or grandparents since most of them have no education or previous experience with surveys. Thus, only few of them can read and even fewer would be able to understand questions in a survey. These circumstances make focus groups discussions the most useful and precise method of gathering data about the families. However, when gathering data this way, there is still a risk of "social desirability bias", which means that some might not respond truthfully because they wish to give answers that are considered more desirable, because of norms and a natural wish to demonstrate personal success. But most of them live under similar poor conditions and the facilitator stressed that their answers had no impact on their boys' situation at Boys' Home to minimise the risk of bias. The discussion gave important information on why their boy (or grandson) is at Boys' Home and how it has changed their lives, now that he lives at Boys' Home. This makes it possible to include data of relatively high quality (given the circumstances) on the effects of Boys' Home on the families.



# CALCULATION

Input is defined as all re-sources used to operate the project for a given period – in this case the financial year of 2017 in India.

## 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 Indian rupees (INR) to make it easier for the reader to compare the values.

## INPUTS

Input is defined as all resources used to operate the project for a given period – in this case the financial year of 2017 in India (1st of April 2017 – 31st of March 2018). This includes the running costs, administration costs, volunteers' time and non-financial gifts.

Every year, 9,518,498 INR is spent on operating Boys' Home (including a valuation of the volunteers' input).

TABLE 3 - INPUTS

INPUTS		
INPUT TYPE	DESCRIPTION	VALUE (INR)
Running costs	Based on financial statements of 2017. This includes salaries to employees, food, materials needed to run Boys' Home etc.	6,531,020
Administration costs	Based on financial statements of 2017. The administrations costs cover all LittleBigHelp's projects, so the value has been adjusted according to Boys Home's share of the total running costs of LittleBigHelp (app. 23%).	981,726
Volunteers' time	10 Danish volunteers have spent 885 hours helping Boys' Home. However, some of the hours were spent helping LittleBigHelp in general – others specifically on Boys' Home. This has been accounted for, using Boys Home's share of the total running costs of LittleBigHelp (app. 23%). The hourly rate has been set to 200 DKK/hour for educated volunteers and 110 DKK/hour for students and then converted to INR.	1,972,552
Non-financial gifts	Non-financial gifts are also counted as input. Boys' Home has received clothes and fireworks from donors.	33,200
TOTAL INPUT SPENT ON BOYS' HOME IN 2017		9,518,498

# CALCULATION

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The output is a quantitative statement of the number of activities and people involved in Boys' Home in 2017.

## OUTPUT

The output is a quantitative statement of the number of activities and people involved in Boys' Home in 2017. The outputs are as follows:

- 32 boys stayed at Boys' Home in 2017.
- 38 parents (or grandparents) have a son at Boys' Home. On average, they have two additional children to take care of, making the total number of sibling around 64.
- 10 volunteers have spent 885 hours volunteering for Boys' Home or LittleBigHelp in general.

## OUTCOME

In this section, a monetary value is assigned to the output activities. This analysis looks at the value created over a 10-year period. The boys' average age is currently 11 years, which means that the outcome must be calculated for seven years at Boys Home (until they are 18 years old) and three years after they have left Boys' Home. The monetary values consist of the following two types of indicators:

### SOCIAL VALUES

- The positive social effects for the boys, their families and the volunteers have a value that can be estimated monetarily. This is done with data from Social Value Bank<sup>7</sup>, which consists of a number of social values like being member of a social group, having a good overall health or experiencing improvements in confidence.
- The values are based on a large survey of several thousand citizens in Great Britain. By isolating the effect of a given social value (for instance being member of a social group), it is possible to observe differences in the average income for citizens with and without the social status (for instance by comparing incomes for citizens who are and who are not members of a social group). By keeping all other characteristics constant, the value of a given social value can be estimated and thus you get the value of being member of a social group.
- However, Great Britain and India are two very different countries when it comes to standards of living, incomes, cost of living etc. To make British values comparable to Indian standards, all values have been converted from British Pounds (GBP) to Indian Rupees (INR) and adjusted for Purchase Power Parity (PPP).

### FINANCIAL INDICATORS

- In this analysis the financial values consist of the expected wage earnings after the boys have left Boys' Home.

To estimate the SROI ratio after 10 years, the value of the yearly outcome while the boys are at Boys' Home is multiplied by seven and adjusted for potential risks. Then the expected yearly outcome after the boys have left Boys' Home is calculated, multiplied by three and adjusted for potential risks of deductions in the outcome. The SROI method has four types of risk adjustments which are used to isolate the effect of a project:

- **Deadweight:** States how large a share of the total effects, that would have taken place without the project. This is deducted, since it can't be assigned to the project's effort.
- **Displacement:** States how much of the effects that has replaced other effects.
- **Attribution:** States how much of the effect that is due to efforts from other projects, organisations or people. This must be deducted to isolate the effect of a project.
- **Drop off:** States how much of the effect that devaluates over time.

# SURVEY DATA

## OVERVIEW OF THE MAIN EFFECTS BOYS' HOME HAS ON THE BOYS AND THEIR FAMILIES

Based on the survey of the older boys it has been possible to identify the effects of staying at Boys' Home. In general, the boys come from very poor backgrounds and lived a rough and insecure life before they moved in to Boys' Home. After moving in at Boys' Home, the survey indicate that their life situation has changed completely. 100% of the boys now have a safe place to sleep, good nutrition, caretaking adults near them and attend fun activities and sports. By moving in at Boys' Home, the situation for many of the families has also changed. They now have one less child to take care of, less worries and some are even able to move away from the streets because they now have more money. The results are summed in the table below.

**TABLE 4 - RESULTS OF THE SURVEY OF THE OLDER BOYS AND THE FOCUS GROUP DISCUSSION WITH THE PARENTS**

SURVEY RESULTS FROM THE OLDER BOYS AND THE PARENTS		
	SITUATION BEFORE	SITUATION AFTER
<b>THE BOYS</b> (based on survey of the eldest boys)	<ul style="list-style-type: none"> <li>• 64% went to school</li> <li>• 36% were often hungry for a whole day</li> <li>• 29% had to collect things to get food</li> <li>• 50% felt tired and sick</li> <li>• 50% worried about their own or their families' safety</li> <li>• 64% were worried about their safety when they slept (often on the streets)</li> </ul>	<ul style="list-style-type: none"> <li>• 100% go to school</li> <li>• 100% are never hungry for a whole day now</li> <li>• 100% never feel tired and sick now</li> <li>• 100% never worry about their safety now</li> <li>• 100% have a hobby</li> <li>• 100% feel confident about what they do</li> <li>• 100% have good friends</li> <li>• 100% attend extracurricular activities outside of Boys' Home</li> <li>• 100% have something they want to work with in their future</li> </ul>
<b>THE FAMILIES</b> (based on focus group discussion)	<ul style="list-style-type: none"> <li>• 100% of the parents are engaged in hard labor and not able to protect or take care of their boy</li> <li>• 22% have an alcoholic father with abusive behavior</li> <li>• 22% have a handicapped father and a mother who is unable to provide for the family</li> <li>• 83% live in the streets, often at the railway station</li> <li>• 33% live with a constant threat of abuse because they live in dangerous neighborhoods</li> <li>• 100% were worried and uncertain about their boy's future before he moved in at Boys' Home (this includes fear of losing the boy to trafficking)</li> </ul>	<ul style="list-style-type: none"> <li>• 100% are now able to earn more money because they don't have to take care of their boy</li> <li>• 83% are able to save money for the child's future</li> <li>• 56% can now rent a small room and move away from the streets</li> <li>• 22% are now able to provide proper food for their other children</li> <li>• 94% are confident and optimistic about their son's life and future ability to support the family</li> </ul>

# BOYS' HOME

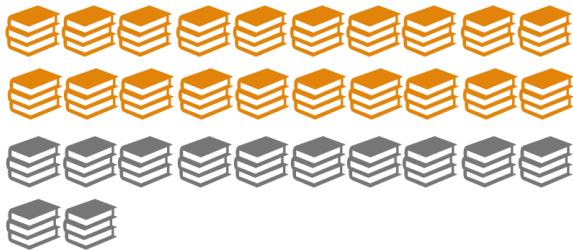


32 BOYS AT BOYS' HOME

LIFE SITUATION

## BEFORE

MOVING IN AT BOYS' HOME



**20** BOYS WENT TO SCHOOL



**16** WORRIED ABOUT SAFETY

**16** OFTEN FELT TIRED AND SICK



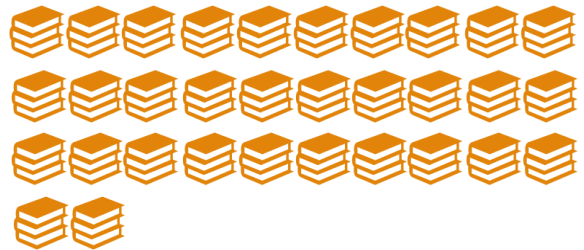
**11** WERE OFTEN HUNGRY

**9** HAD TO COLLECT THINGS TO GET FOOD

LIFE SITUATION

## AFTER

MOVING IN AT BOYS' HOME



**32** BOYS GO TO SCHOOL



**32** NEVER WORRY ABOUT SAFETY

**32** NEVER OR RARELY FEEL TIRED AND SICK



**32** GET NUTRITIOUS FOOD EVERY DAY

# CALCULATION

## THE BOYS - ASSIGNING VALUES TO THE EFFECTS

The identified effects in table 4, p17 can now be assigned a monetary value. By moving in at Boys' Home, the following values from Social Value Bank have been identified to match the improvements that the boys have experienced.

**TABLE 5 - GROSS OUTCOME FOR THE BOYS AT BOYS' HOME**

OUTCOMES WHILE AT BOYS' HOME			
OUTCOME	AFFECTED	VALUE PER BOY (GBP)	VALUE (PPP + INR ADJUSTED)
Able to obtain advice locally	32 boys	2,457	995,998.69
Member of social group		2,959	1,199,495.37
Good overall health		16,921	6,859,297.45
Go to youth club		2,300	932,355.31
Relief from depression/anxiety		11,819	4,791,090.16
Improvements in confidence		9,283	3,763,067.09
TOTAL YEARLY GROSS EFFECT			18,541,304.05

*Note: By adjusting for Purchase Power Parity (PPP), the difference in price levels on various goods and services between UK and India has been eliminated, making the values transferable to India<sup>8</sup>*

## ADJUSTMENTS

To isolate the yearly net effects caused by Boys' Home, the four risk adjustments mentioned before are used. No displacements have been identified, since moving into Boys Home hasn't replaced other outcomes (given the very poor and rough living the boys had before moving in). The following is an evaluation of 2017, thus there is no drop-off here. The deadweight is set to 10% because the boys have very few or no alternatives at all, as indicated by the survey results. However, for 'good overall health', the deadweight is 62% because the survey of the boys indicates that 36% were hungry for a whole day, 20% had to work or collect things to get food and 50% felt tired and sick before moving in at Boys' Home. Taken together, this indicates that 38% had a very poor health and 62% had a better health. The deadweight for 'relief from depression/anxiety' is 36%, since 63% worried about their safety when they slept. Attribution is 10% because it can't be ruled out, that other circumstances than Boys' Home can cause positive effects. These are however not likely given their previous poor living conditions; thus, the attribution is low.

As shown in table 6, p20, the net outcome value created for the boys during one year at Boys' Home is 10,706,299.29 INR.

# CALCULATION

TABLE 6 - NET OUTCOME FOR THE BOYS

YEARLY NET OUTCOME FOR THE BOYS AT BOYS' HOME						
OUTCOME	GROSS EFFECT	DEAD WEIGHT	DISPLACEMENT	ATTRIBUTION	DROP-OFF	NET EFFECT (INR)
Able to obtain advice locally	995,998.69	10%	-	10%	-	806,758.94
Member of social group	1,199,495.37	10%	-	10%	-	971,591.25
Good overall health	6,859,297.45	62%	-	10%	-	2,352,053.09
Go to youth club	932,355.31	10%	-	10%	-	755,207.80
Relief from depression/anxiety	4,791,090.16	36%	-	10%	-	2,772,603.87
Improvements in confidence	3,763,067.09	10%	-	10%	-	3,048,084.34
TOTAL NET EFFECT						10,706,299.29



# CALCULATION

## THE FAMILIES - ASSIGNING VALUE TO THE EFFECTS

The boys are not the only ones who experience positive effects. The families now have their boy in a safe and prosperous place and this makes it easier for them to provide for the rest of the family and gives them confidence about their son's future. When a boy moves in at Boys' Home, the staff note background information about the boy, including the number of parents and siblings. The 32 boys have 38 parents in total (equals 1,2 parents per boy) and 64 siblings in total (equals two siblings per boy). Through the focus group discussion, the following values for the families have been identified. 83% are now able to save money for their children's future, which equals 31,7 parents. 56% are now able to rent a small room and thus move away from the streets. This equals 21,1 parents.

TABLE 7 - GROSS OUTCOME FOR THE FAMILIES

OUTCOMES WHILE AT BOYS' HOME			
OUTCOME	AFFECTED	VALUE PER PERSON (GBP)	VALUE (PPP + INR ADJUSTED)
Able to save regularly	31.7 parents	2,054	823,927.60
Rough sleeping to temporary accommodation (with dependent children)	21.1 parents	22,302	5,958,322.74
TOTAL GROSS EFFECT			6,782,250.33 INR

## ADJUSTMENTS

To calculate the yearly net effect on the families, the risk adjustments must also be included. No displacements and drop-off have been identified for the same reasons as mentioned earlier. The deadweight is set to 10% because the results from the focus group discussion indicate very few options of improvement among the parents had Boys' Home not assisted. Attribution is also 10% because it can't be ruled out, that other circumstances can cause positive effects. It is however not likely that this effect is large given the families' poor living conditions, thus the attribution is set low. The yearly net outcome for the families is 5,493,622.77 INR while the boys are at Boys' Home. Lastly, the value of volunteering is calculated before moving to the next section where the expected yearly outcome after the boys have left Boys' Home is calculated.

TABLE 8 - NET OUTCOME FOR THE FAMILIES

YEARLY NET OUTCOME FOR THE FAMILIES						
OUTCOME	GROSS EFFECT (INR)	DEAD WEIGHT	DISPLACEMENT	ATTRIBUTION	DROP-OFF	NET EFFECT (INR)
Able to save regularly	823,927.60 INR	10%	-	10%	-	667,831.35
Rough sleeping to temporary accommodation (with dependent children)	5,958,322.74 INR	10%	-	10%	-	4,826,241.42
TOTAL NET EFFECT						5,493,622.77

# CALCULATION

## OUTCOME FOR THE VOLUNTEERS

The 10 volunteers who have helped the organisation also experience positive effects from doing voluntary work. They get valuable experiences and improve their skills (especially students) which can help future job searches. Volunteers also improve their own life quality by helping other people. The value of this is estimated using the value 'regular volunteering' from the Social Value Bank.

TABLE 9 - GROSS OUTCOME FOR VOLUNTEERS

OUTCOME WHILE AT BOYS' HOME			
OUTCOME	AFFECTED	VALUE PER PERSON (GBP)	VALUE (PPP + INR ADJUSTED)
Regular volunteering	10 volunteers	32,490	411,579.13
TOTAL GROSS EFFECT			411,579.13

## ADJUSTMENTS

In Denmark, 39% of the population do voluntary work on average<sup>9</sup>. Thus, the dead-weight is 39% because it would be expected that 39% would have volunteered elsewhere, had they not done it for LittleBigHelp. As before, no displacement or drop-off has been identified. Attribution is set at 10% since it can't be ruled out that other circumstances can contribute to the positive effects of volunteering.

The yearly net outcome for the 10 volunteers is 225,956.94. In the following section the expected outcomes after the boys have left Boys' Home is calculated.

TABLE 10 - NET OUTCOME FOR VOLUNTEERS

YEARLY NET OUTCOME FOR THE VOLUNTEERS						
OUTCOME	GROSS EFFECT (INR)	DEAD WEIGHT	DISPLACEMENT	ATTRIBUTION	DROP-OFF	NET EFFECT (INR)
Regular volunteering	411,579.13	39%	-	10%	-	225,956.94
TOTAL NET EFFECT						225,956.94

# CALCULATION

## FUTURE OUTCOME FOR THE BOYS AND THEIR FAMILIES AFTER BOYS' HOME

As mentioned, the boys have seven years left at Boys Home on average. The expected yearly value for the three years after they have left Boys' Home are calculated in this section (to estimate the total effect after 10 years).

During their time at Boys' Home, the boys have received good education, created a social network and learned both practical and social skills that have improved their chances of a good life with a steady income after they have left Boys' Home. Furthermore, the 'Phasing Out Policy' is expected to have a significant and positive effect on their future situation, helping them transfer to their adult life in a more safe and secure way. Thus, future wage earnings, the ability to obtain advice, membership of a social group and a good overall health is expected to continue after they have left Boys' Home. The expected wage earning is based on a minimum wage of 176 INR per day for manual labor (equals 18 DKK/day)<sup>10</sup>, which is considered a conservative estimate given the skills and special help the boys have received.

For the families, the ability to save regularly is expected to continue since the boy can now either earn money enough to take care of himself or even support his family. This also means that the families who were able to move to temporary accommodation probably will continue to be able to do this. The expected yearly value created for both the boys and the families after the boys have left Boys' Home are shown in the table below.

TABLE 11 - EXPECTED YEARLY VALUES AFTER THE BOYS HAVE LEFT BOYS' HOME

OUTCOMES AFTER BOYS' HOME			
OUTCOMES AFTER	AFFECTED	VALUE PER PERSON (GBP)	VALUE (PPP + INR ADJUSTED)
Expected wage earnings	32 boys	49,200 INR	1,574,400.00
Able to obtain advice locally		2,457	995,998.69
Member of social group		2,959	1,199,495.37
Good overall health		16,921	6,859,297.45
Able to save regularly	Families	2,054	823,927.60
Rough sleeping to temporary accommo- dation (with dependent children)		22,302	5,958,322.74
TOTAL GROSS EFFECT			17,411,441.84

# CALCULATION

## ADJUSTMENTS

Since no boys have turned 18 and left Boys' Home previously, we have no real indications on how their future will look after they have left. Instead we must rely on what is reasonable to expect based on valid arguments. Deadweight is still 10% since because both the boys' and their families' alternatives would have been few, had they not received help from Boys' Home and the 'Phasing Out Policy' as stated in the preliminary version. There is still no displacement. Attribution is 10% because other circumstances can contribute to the positive effects, but not for the wage earnings which are expected to continue independently of the connection to Boys' Home. For the two social values 'member of social group' and 'good overall health', the drop off is 25% since it's not likely that the boys are able to keep the same social contact after they have left Boys' Home as when they all lived there together. However, given the strong brotherhood the many years of living together has created, it seems likely that many of the relations will last for many years.

The expected yearly net effect for both the boys and their families after the boys have left Boys' Home is 13,800,376.34 INR. We now know the yearly value created while the boys are at Boys' home and after they have left the children's home. In the next section, the expected outcome after 10 years is calculated.

**TABLE 12 - NET OUTCOME FOR THE BOYS AND FAMILIES AFTER BOYS' HOME**

YEARLY NET OUTCOME FOR THE BOYS AND FAMILIES						
OUTCOME	GROSS EFFECT (INR)	DEAD WEIGHT	DISPLACEMENT	ATTRIBUTION	DROP-OFF	NET EFFECT (INR)
Boys: Expected wage earnings	1,574,400.00	10%	-	-	-	1,416,960.00
Boys: Able to obtain advice locally	995,998.69	10%	-	10%	25%	605,069.20
Boys: Member of social group	995,998.69	10%	-	10%	25%	728,693.44
Boys: Good overall health	1,199,495.37	10%	-	10%	-	5,556,030.93
Families: Able to save regularly	6,859,297.45	10%	-	10%	-	667,381.35
Families: Rough sleeping to temporary accommodation (with dependent children)	823,927.60	10%	-	10%	-	4,826,241.42
TOTAL NET EFFECT						13,800,376.34

# CALCULATION

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Taking the risks of depreciation in to account, the expected SROI ratio after 10 years can be calculated to a ratio of 1.76.

## CALCULATING THE SROI RATIO

In this section, the final SROI ratio for LittleBigHelp's effort in 2017 is calculated. Based on the analysis, it is possible to calculate the ratio for the evaluated year of 2017 as well as the predicted SROI ratio after 10 years (2027).

### SROI RATIO FOR THE EVALUATED YEAR

The ratio for the year of 2017 can be calculated as follows by dividing the outcome with the input:

$$\frac{16,425,879 \text{ INR}}{9,518,498 \text{ INR}} = 1.73$$

Thus, for every 1 INR spent on Boys' Home, 1.73 INR is created in value while the boys are at Boys' Home. This shows that the input spent on activities at Boys Home have a positive effect on the involved stakeholders.

### SROI RATIO AFTER 10 YEARS

To calculate the expected ratio after 10 years, the values created while at Boys' Home and the input spent are multiplied by seven. The total input spent after seven years at Boys' Home is  $9,518,498 \text{ INR} \times 7 = 66,629,484 \text{ INR}$ . The total outcome after seven years is  $16,425,879 \text{ INR} \times 7 = 114,981,153 \text{ INR}$ .

For the three years after the boys have left Boys' Home, no input is spent since they are now on their own. The total outcome for the three years is  $13,800,376.34 \text{ INR} \times 3 = 41,401,129 \text{ INR}$ .

To calculate the expected SROI ratio after 10 years, risks of depreciation must be included because there is a risk that not all boys or families are able to continue the same development. The risk is relatively low for the seven years the boys have left at Boys' Home, since this environment there is safe. Thus, a yearly discount of 10% is added to the outcome of the seven years while the boys are still at Boys' Home. The input spent each year for seven years is also expected to rise due to inflation, which is expected to be 4%<sup>11</sup>. For the three years after they have left, a yearly discount of 30% is added because the risks are higher when the boys are on their own.

Taking the risks of depreciation in to account, the expected SROI ratio after 10 years can be calculated as follows:

$$\frac{132,463,828 \text{ INR}}{75,179,898 \text{ INR}} = 1.76$$

This shows that for every 1 INR spent on Boys' Home, it is expected that Boys' Home create 1.76 INR of value after 10 years.

### BREAK-EVEN ANALYSIS

Some SROI reports have a break-even analysis to show when the investment has been paid back. However, as shown in the calculations above, Boys' Home create a positive outcome already after the first year. This makes further elaborations on this unnecessary.

# SENSITIVITY ANALYSIS

Sensitivity analysis show the ratio is affected if the values identified are either lower or higher than expected.

As mentioned in the analysis, the values are based on estimates that comes with uncertainties. To show how changes in the assumptions change the SROI ratio, a sensitivity analysis is made. This shows how the ratio is affected if the values identified are either lower or higher than expected.

As shown in table 13, the value created for the boys has the largest impact on the SROI ratio followed by the impact on the families. The volunteers' wellbeing has very little effect on the total SROI ratio. It is also worth noting, that even if the value of all indicators are reduced by 40%, the SROI ratio is still positive after 10 years. This proves, that Boys' Home create value, even if the expected outcomes are reduced significantly.

**TABLE 13 - PERCENTAL CHANGE IN OUTCOME AFTER 10 YEARS**

PERCENTAL CHANGE IN OUTCOME AFTER 10 YEARS											
PERCENT	-50 %	-40 %	-30 %	-20 %	-10 %	0 %	10 %	20 %	30 %	40 %	50 %
<b>THE BOYS</b>											
If all indicators for the boys change	1.21	1.32	1.43	1.54	1.65	1.76	1.87	1.98	2.09	2.21	2.32
<b>THE FAMILIES</b>											
If all indicators for the families change	1.44	1.51	1.57	1.63	1.70	1.76	1.83	1.89	1.95	2.02	2.08
<b>THE VOLUNTEERS</b>											
If all indicators for the volunteers change	1.76	1.76	1.76	1.76	1.76	1.76	1.76	1.76	1.77	1.77	1.77
<b>TOTAL</b>											
If all indicators change	0.88	1.06	1.23	1.41	1.59	1.76	1.94	2.11	2.29	2.47	2.64



# OTHER VALUE CREATION

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This other value creation consists of improvements for the society and further improvements for the individual and the family.

Throughout the analysis it has become clear that Boys' Home creates more value than included in the analysis. It has not been included, because it is not possible to measure all the outcomes and assign a monetary value to them. This other value creation consists of improvements for the society and further improvements for the individual and the family. These outcomes are described below.

## VALUE CREATION FOR SOCIETY

Many street children struggle to get food in their daily life on the street. Because of this, street children often become forced to do theft to get food and/or money. This can be the beginning of a long-term association with criminal activities that will affect both their lives and the society in general negatively. 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 expected higher income, it is likely that they will ensure that their future children go to school and stay healthy. Thus, 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 the focus group discussion, some of the positive effects have been identified: They are able to save money because they now have more time to work and one less child to provide for. This has made it possible for some of the families to rent a room and move away from the street.

Beyond the financial and social improvements, the parents also experience well-being improvements related to their children's life; they become happy knowing that their boy is safe, healthy and taken care of. Furthermore, the boy will get an education and improve both his own and the families' future prospects. This clearly has value, but it is not yet possible to assign a monetary value to this effect.

## OTHER VALUE CREATION FOR THE BOYS

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 economically<sup>12</sup>. Social capital is important for a society to function properly, because it increases 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 100% of the boys now can pursue their hobbies at Boys' Home. This also creates value for the boys and one of the activities that further improve the values already identified in the outcome section.

The boys get a more stable life situation with less concerns. They also have access to meditation and counselling, 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.

# CONCLUSION

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The analysis finds that the SROI ratio for Boys' Home is 1.76 over a 10-year period. This means that for every 1 Indian rupee invested in Boys' Home, 1.76 Indian rupees are created in value for the stakeholders.

The analysis of Boys' Home shows that positive value is created through outcomes experienced by the boys, their families and the volunteers in the project over a 10-year period. Most of the total value reflects the outcomes that the 32 boys achieve during their time at Boys' Home and in the first years after they leave Boys' Home. At the children's home, the boys live in a safe environment with caretaking adults, good nutritious food, education and hobbies. This is a radical change from the life conditions the boys were living under before they moved in.

The rest of the positive outcomes are experienced by the families, who now have a boy in a safe and prosperous environment. This makes it possible for them to save money, provide housing and more food for the rest of the family. The volunteers also experience positive outcomes from doing voluntary work.

The analysis finds that the SROI ratio for Boys' Home is 1.76 over a 10-year period. This means that for every 1 Indian rupee invested in Boys' Home, 1.76 Indian rupees are created in value for the stakeholders.

The SROI ratio for the evaluation of the value created in 2017 is 1.73 showing that Boys' Home creates positive value even before the boys have moved out and started to take advantage of the many things they have learned while living at Boys' Home.

The analysis is 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 and moved out of Boys' Home yet, it is still 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 if the outcomes are reduced significantly, the SROI ratio remains positive.

Finally, it is important to be aware of the limitations of the analysis. The SROI ratio might be higher shown due to other value creation that it is currently not possible to measure and put a monetary value on. This other value creation consists of long-term outcomes for the society in general, the families and possible positive outcomes related to the increased social capital of the boys. If it was possible to measure this and include it in the analysis, the SROI ratio would be higher.

In sum, Boys' Home create significant improvements for the boys at Boys' Home, their families and the volunteers. This has a positive and long-lasting impact on the boys and society as well.

# APPENDIX 1

# IMPACT MAP

	STEP 1	STEP 2			
STAKEHOLDERS	CHANGE	INPUTS		OUTPUTS	OUTCOME/IMPLICATION
Boys at Boys' Home (BH)	New safe home with good nutrition, education, sports, social network	Time	0	32 boys	<ul style="list-style-type: none"> <li>- Able to obtain advice locally</li> <li>- Member of social group</li> <li>- Good overall health</li> <li>- Go to youth club</li> <li>- Relief from depression/anxiety</li> <li>- Improvements in confidence</li> <li>- <i>After BH: Wage earnings</i></li> <li>- <i>After BH: Able to obtain advice locally</i></li> <li>- <i>After BH: Member of a social group</i></li> <li>- <i>Good overall health</i></li> </ul>
The families	Their boy is living in a safe place and they have one less person to provide for.	Time	0	<ul style="list-style-type: none"> <li>- 38 parents</li> <li>- 64 siblings</li> </ul>	<ul style="list-style-type: none"> <li>- Able to save regularly</li> <li>- Rough sleeping to temporary accommodation (with dependent children)</li> </ul>
Volunteers	They help Boys' Home and LittleBigHelp's organisation	Time	INR 1,972,552	885 hours	Social value: Regular volunteering
Donors	Contribute with financial input to secure the existence of Boys' Home.	Donations	INR 7,545,946	32 boys and their families helped	

# APPENDIX 1

# IMPACT MAP

	STEP 3						
STAKEHOLDERS	INDICATOR	NUMBER	UNCERTAINTY	TYPE OF INDICATOR	VALUE PER UNIT (GBP)	SOURCE	YEARLY GROSS VALUE (INR) (PPP adjusted)
Boys at Boys' Home	Able to obtain advice locally	32 boys	The number of persons who experience the effects has been calculated based on the survey responses from the oldest boys and the focus group discussion with the parents. This comes with some uncertainties, since the experienced effects are inferred from a subsample of the 32 boys. This is elaborated in the data section.	Social value from Social Value Bank	2,457	HACT (2014)	995,998.69
	Member of social group				2,959		1,199,495.37
	Good overall health				16,921		6,859,297.45
	Go to youth club				2,300		932,355.31
	Relief from depression/ anxiety				11,819		4,791,090.16
	Improvements in confidence				9,283		3,763,067.09
	<i>After BH: Expected wage earnings</i>		The social values are based on data from UK. To be able to use these values in India, the values have been converted from GBP to INR and adjusted for Purchase Power Parity (PPP) to control for the different prices of goods, services etc. in India. Furthermore, the data from UK was collected in 2014, but this is not expected to have changed significantly.	Expected minimum wage	49,200 INR	9	1,574,400.00
	<i>After BH: Able to obtain advice locally</i>			Social values from Social Value Bank	2,457		995,998.69
	<i>After BH: Member of social group</i>				2,959		1,199,495.37
Families	<i>After BH: Good overall health</i>				16,921		6,859,297.45
	Able to save regularly	31.1 parents		Social value from Social Value Bank	2,054	HACT (2014)	823,927.60
	Rough sleeping to temporary accommodation (with dependent children)	21.1 parents			22,302		5,958,322.74
	<i>After BH: Able to save regularly</i>	31.7 parents			2,054		823,927.60
	<i>After BH: Rough sleeping to temporary accommodation (with dependent children)</i>	21.1 parents			22,302		5,958,322.74
Volunteers	Regular volunteering	10 persons		Social value from Social Value Bank	32,490 GBP	HACT (2014)	411,579.13

# APPENDIX 1

# IMPACT MAP

	STEP 4						STEP 5
STAKEHOLDERS	EFFECT	GROSS VALUE (INR)	DEAD WEIGHT	DISPLACE- MENT	ATTRIBU- TION	DROP OFF	NET VALUE (INR)
Input	Running costs	7,545,945.54					7,545,945.54
	Volunteers' time	1,972,552					1,972,552
Boys at Boys' Home	Able to obtain advice locally	995,998.69	10%		10%		806,758.94
	Member of social group	1,199,495.37	10%		10%		971,591.25
	Good overall health	6,859,297.45	62%		10%		2,352,053.09
	Go to youth club	932,355.31	10%		10%		755,207.80
	Relief from depression/anxiety	4,791,090.16	36%		10%		2,772,603.87
	Improvements in confidence	3,763,067.09	10%		10%		3,048,084.34
	<i>After BH: Expected wage earnings</i>	1,574,400.00	10%		10%		1,416,960.00
	<i>After BH: Able to obtain advice locally</i>	995,998.69	10%		10%	25%	605,069.20
	<i>After BH: Member of social group</i>	1,199,495.37	10%		10%	25%	728,693.44
	<i>After BH: Good overall health</i>	6,859,297.45	10%		10%		5,556,030.93
Families	Able to save regularly	823,927.60	10%		10%		667,381.35
	Rough sleeping to temporary accommodation (with dependent children)	5,958,322.74	10%		10%		4,826,241.42
	<i>After BH: Able to save regularly</i>	823,927.60	10%		10%		667,831.35
	<i>After BH: Rough sleeping to temporary accommodation (with dependent children)</i>	5,958,322.74	10%		10%		4,826,241.42
Volunteers	Regular volunteering	411,579.13	39%		10%		225,956.94

Note: All values are yearly. To see expected total outcome after 10 years, see the calculation section.

# 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
<b>Well-being effects</b> 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.	<b>Well-being effects</b> 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.
<b>Adjustments</b> 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.	<b>Adjustments</b> 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.
<b>Employment</b> It is assumed that the boys are employed after Boys' Home. 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. However, it is still a forecast and the employment situation might be affected by many factors. If it is found that more of the boys' become unemployed than estimated in the analysis, the SROI ratio will be affected negatively.	<b>Employment</b> 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.
<b>Wages</b> 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.	<b>Wages</b> 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.
	<b>Other value creation</b> 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.



# APPENDIX 3

# REFERENCES

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# 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



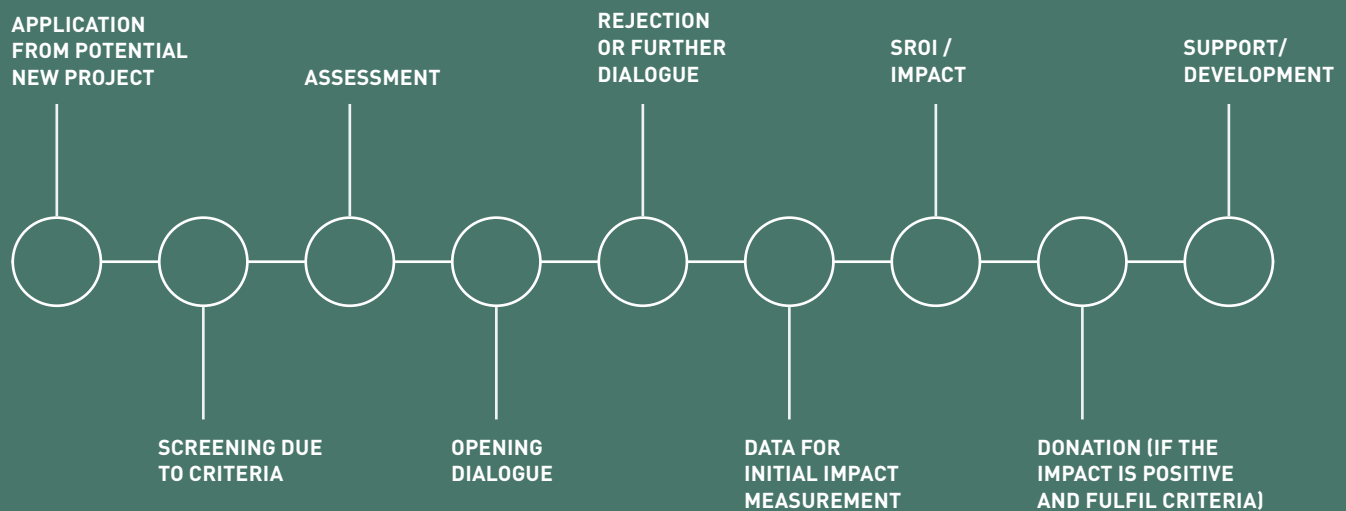
## OUR APPROACH

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.

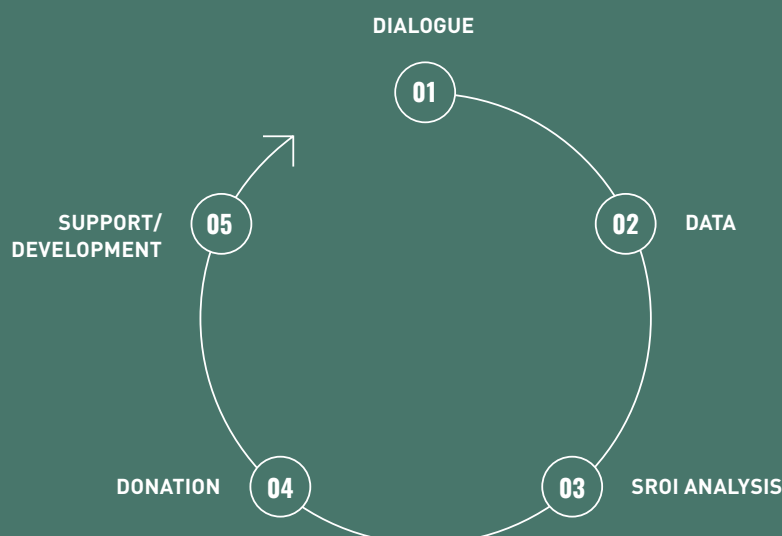
# SOCIAL RETURN ON INVESTMENT =

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