

# SROI

## SOCIAL RETURN ON INVESTMENT

Social Impact Assessment of the Entrepreneurship  
Education Program “JA Company Programme”



JA Italia

A Member of JA Worldwide





# JUNIOR ACHIEVEMENT ITALY

Junior Achievement (JA) is the largest non-profit organization in the world preparing young people for **entrepreneurship** and their **professional future** through hands-on experiential learning methods and programs. In 2002 JA arrived in Italy with the aim of taking an active role in modernizing education. Today it is an ecosystem of over **50 founding members, supporting members, partners and sponsors** who, via a multi-stakeholder approach, share the same mission.

[VISIT OUR WEBSITE](#)

## JA ITALIA 2020/2021 IN NUMBERS



**3.6M**

TRAINING HOURS



**148K**

STUDENTS



**1.079**

VOLUNTEERS



**2.055**

TEACHERS



**90**

DISTRICTS



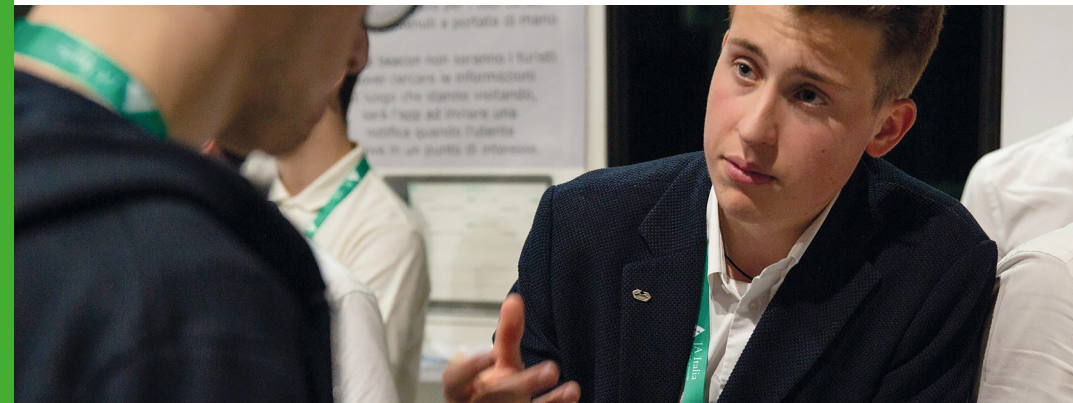
**20+**

EDUCATIONAL INITIATIVES



Since 2019 Junior Achievement has been selected among the **Top 500 NGOs in the world, ranking 7th.**

By applying a rigorous methodology, NGO Advisor draws up every year the Top 500 NGOs list, which acknowledges **the most important NGOs in the world for impact, innovation and governance.**

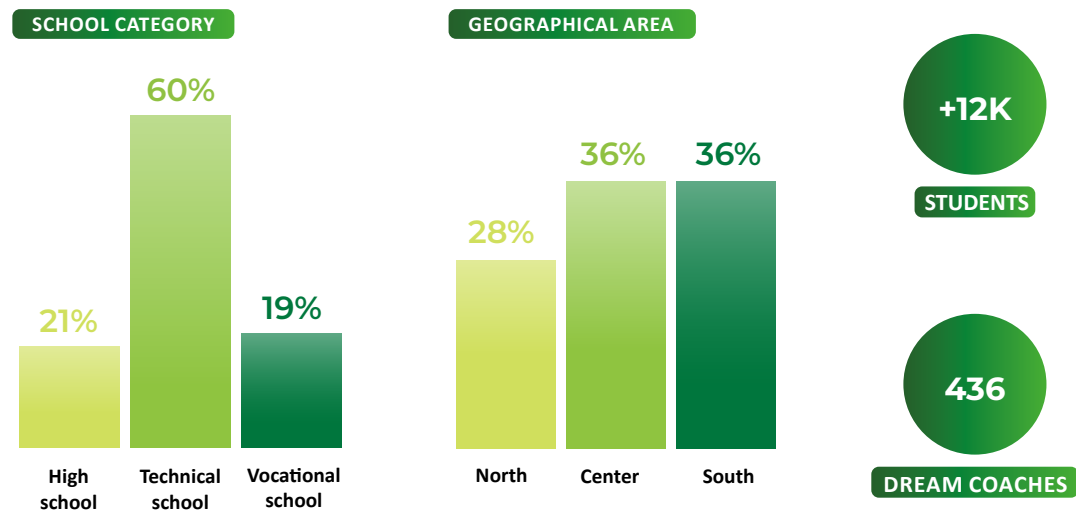


# JA Company Programme

## The most popular secondary school entrepreneurship education program

For 18 years **JA Company Programme** has involved **over 115K Italian students**, over 12.5K in the school year 2020/2021 and over 400K every year throughout Europe. The participating classes create **mini-companies for training purposes** and manage them from concept development to launch on the market. Comprehensive guidance is provided by **teachers** and **volunteering “Dream Coaches”** who share with the team of students personal and professional experiences and skills acquired working for a company or freelancing. Rich in tried-and-tested contents and tools, this process offers a professionalizing experience in close contact with companies and the outside world. Being action-based and close to the real world, the program supports the development of a set of **technical and transversal skills**, which prove to be essential for all young people, regardless of their future work inclinations. The learning method follows the experiential **learning-by-doing** principle and is able to arouse enthusiasm and the active involvement of all participants.

## JA Company Programme 2020/2021 IN NUMBERS



[VISIT THE PROGRAM'S WEBPAGE](#)



## SOCIAL IMPACT ASSESSMENT OF JA COMPANY PROGRAMME

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Face to the great changes affecting today's society and the overall feeling of uncertainty when it comes to future trends, the production of empirical evidence concerning **social impact** is key to the orientation and guidance of political decisions, investment **choices as well as the behavior of organizations and individuals**.

We believe that such decisions need to be based on reliable information helping to understand whether and how our actions actually contribute to improving lives in our communities. In the field of education, the issue is especially delicate, since investments in education have far-reaching implications both in the short and in the long term, influencing the social and economic well-being of the citizens of tomorrow.

For this reason, in 2017, thanks to the support and experience of the **Human Foundation**, we launched a multi-year process of social impact assessment of the JA Company Programme based on the **SROI (Social Return on Investment) methodology**.

The SROI method allows to quantify and assign a monetary value to change which is being created and to measure the acquisition and increase of skills in the various stakeholders of the program: **students, volunteers and teachers**.

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## THE SROI METHODOLOGY

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The SROI methodology allows to assess and understand the **impact generated** by projects **promoting social change**. This method allows to quantify and assign a financial value to these changes, thus determining the overall **monetary value** and underscoring the **relationship between investments and generated social value**.

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## HUMAN FOUNDATION HUMAN™ FOUNDATION

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**Human Foundation** is a nonprofit organization promoting innovative solutions to the ever increasing social needs. It supports the collaboration between companies, public administrations, social enterprises, foundations, public and private investors, economic operators and the world of finance to disseminate a **culture of social innovation** based on the assessment of **impact finance**.

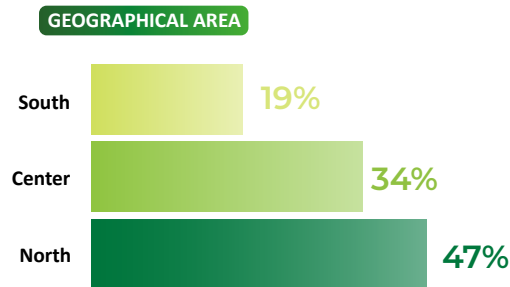
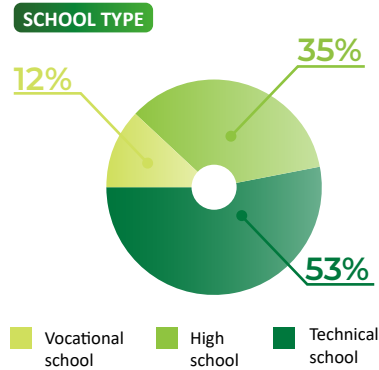
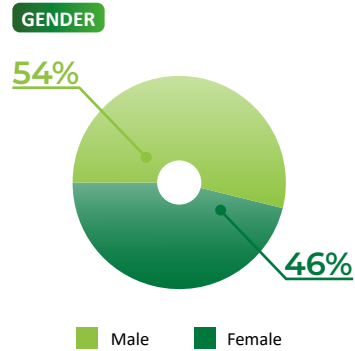
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# STUDENTS

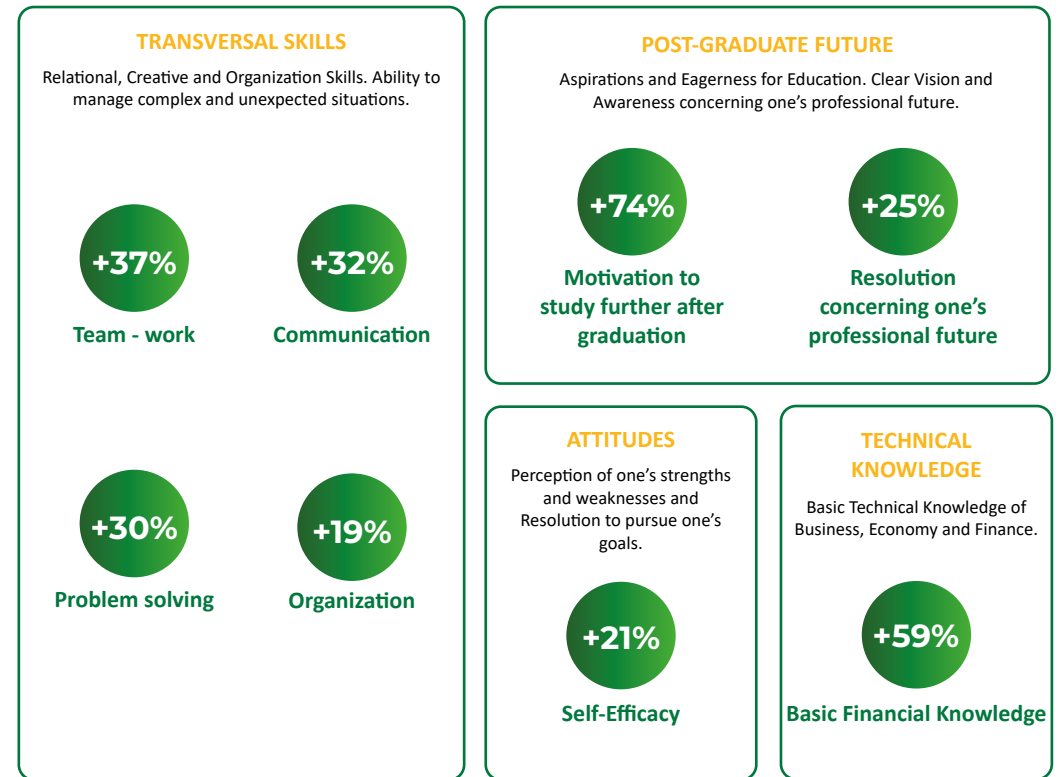
## THE SAMPLE OF ANALYSIS

In the first year of scrutiny the social impact assessment focused on the direct beneficiaries of the intervention, i.e. on a sample of **500 secondary school students** enrolled in JA Company Programme 2017/2018, and analyzed the expected and unexpected outcomes, positive and negative, of the promoted model of entrepreneurship education.



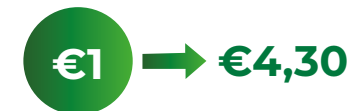
## THE IMPACT ON SKILLS

The program generated a statistically significant positive impact on students on 4 dimensions of change including **soft skills, technical skills, attitudes and eagerness concerning post-graduate future.**



## RETURN ON INVESTMENT

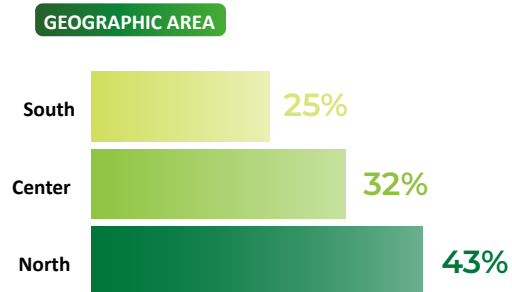
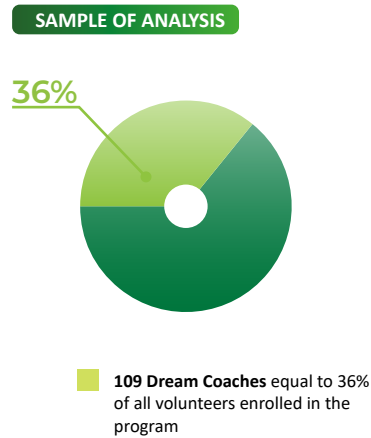
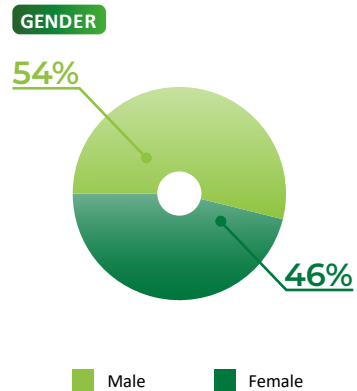
Human Foundation has calculated that for every euro invested on students in the program the economic return amounts to **4.30 euro.**



# VOLUNTEERS

## THE SAMPLE OF ANALYSIS

In 2018/2019 the analysis focused exclusively on the volunteers, examining a sample of **109 Dream Coaches** out of a total population of 304 volunteers enrolled in the Enterprise in JA Company Programme in 2018/19.



## THE IMPACT ON SKILLS

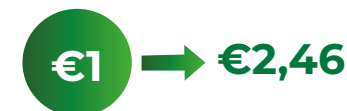
Participation in JA Company Programme generates positive change in volunteers of at least 40%\* on 5 dimensions of change including **transversal skills, coaching and leadership skills, adaptivity, active citizenship and relationship with one's work**. Among the main benefits generated one finds the increase of the **ability to adapt to new and challenging contexts** as well as team coaching and leadership skills when developing the tools to communicate with and motivate students, guiding and nurturing their ideas.



\*% of volunteers experiencing significant change

## RETURN ON INVESTMENT

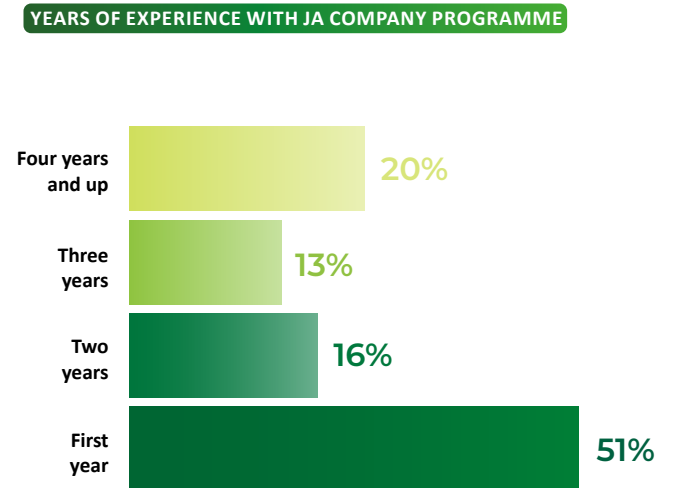
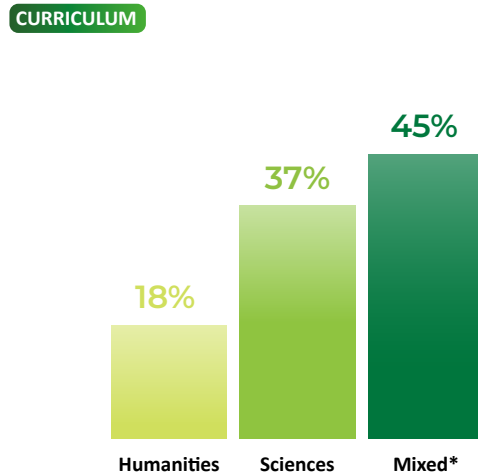
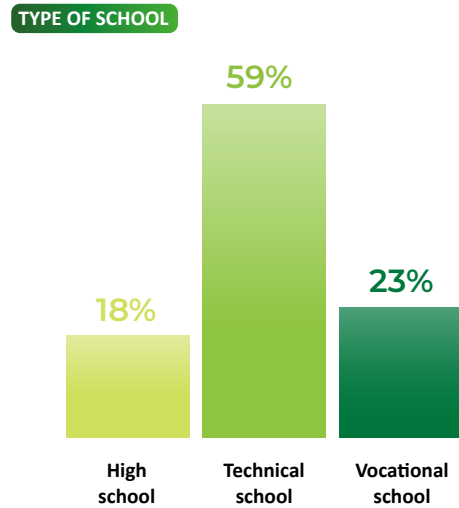
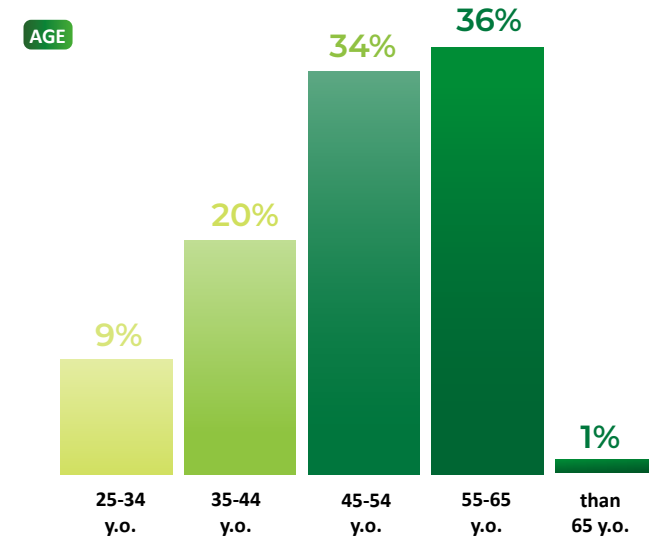
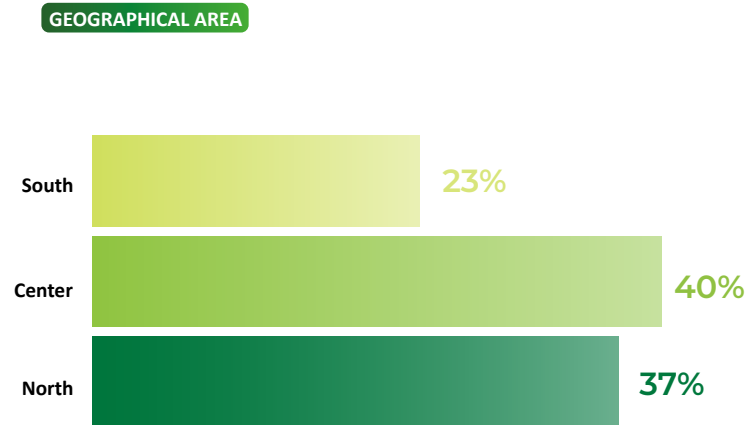
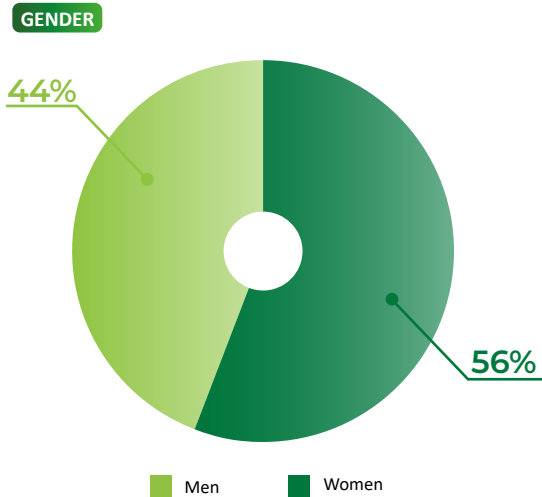
For every euro invested through corporate volunteering the **social return** is more than double, equal to € 2.46, lasting two years.



# TEACHERS

## THE SAMPLE OF ANALYSIS

In line with work carried out in previous years on students and Dream Coaches, in the school year 2020/2021 the analysis **focused on teachers**, observing, measuring and assessing the impact of the implementation of the program on them. The survey involved **126 teachers**, out of a total population of 170 teachers enrolled in JA Company Programme 2020/2021.



\*Sport sciences, Nautical sciences and technologies, etc.



# THE IMPACT ON SKILLS

The inquiry has revealed to what extent thanks to the program teachers are better equipped to face their job and to acquire a **greater level of entrepreneurship**. Dynamism and deviation from traditional school teaching, in fact, generate in teachers **significant positive changes**, among which the following emerge:

## Continuous professional improvement

Teachers learn **new innovative teaching methods** that are not limited to didactic theory but also embrace practice. Furthermore, teachers can participate in shared experiences with other teachers based on a principle of **mutual enrichment**.

## Improvement of the economic-entrepreneurial culture of teachers

Thanks to the learning-by-doing approach, not only students but also teachers acquire a field experience of entrepreneurship. As a result, teachers can benefit from the so-called learning outcomes, organized in three categories:

- **entrepreneurial attitudes:** e.g. spirit of initiative and self-confidence;
- **entrepreneurial skills:** e.g. creativity, functional planning leading to the definition of sustainable entrepreneurial project, risk management, etc;
- **entrepreneurial knowledge:** e.g. assessment of different business opportunities.

## School-business network building and reinforcement of public-private collaboration

The collaboration between teachers and business experts allows teachers to **improve their relational skill, create new networks and strengthen existing ones**. Furthermore the Enterprise in Action project provides the opportunity to consolidate the fruitful **collaboration between businesses and schools**, between the public sector and the private one, from which teachers can benefit through dialog and exchange of experiences and know-how.

## Personal wellbeing and satisfaction of the teacher

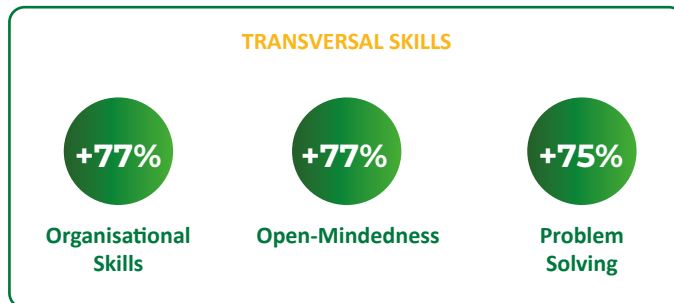
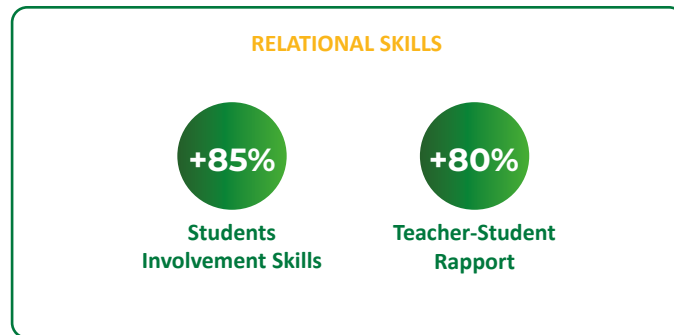
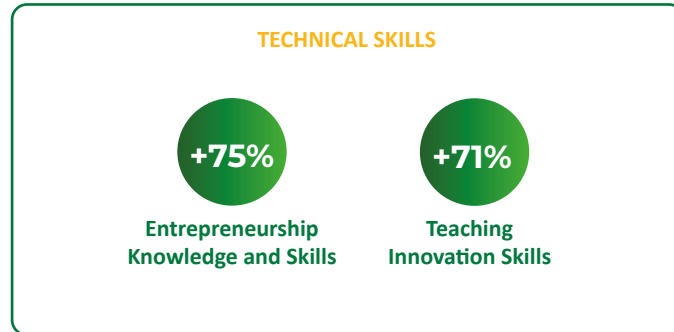
The dynamism and positive outcome of the training project can produce a state of wellbeing and **personal satisfaction in the teacher**, which can translate into an **increase in self-confidence** and in a **greater level of cohesion** and trust in the teaching staff.

## Improvement of student-teacher rapport

While providing extended help and support, teachers get to know their students better, and students, in turn, get to increasingly trust their teachers. Teachers can but benefit from this change as it enables them to **do their job better and in a more satisfying and rewarding way**.

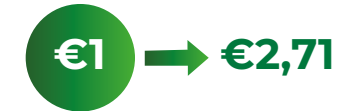


The overall analysis highlights how the program is able to generate **significant changes** not only thanks to the acquisition of technical skills—which contribute to the development of professional and human growth connected to the overall acquisition of **greater entrepreneurship**—but also, from a human point of view, thanks to its **positive impact on student-teacher rapport**, on the ability to involve students and to establish **long-lasting positive and enriching relationships with them**.



## Return on Investment

The **SROI** analysis shows how the **JA Company Programme** program manages to create a **positive net social value** for the enrolled teachers and for the community in general. For every euro invested in the program activities, in fact, **2.71 euro of social benefit was generated**.





## CONTACT DETAILS



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