

ALCÂNTARA ACTION
GALP Energia

Impact forecast
SROI METHODOLOGY

CORE CRL 2016

Note on this report:

This report details an impact analysis carried out on Galp Energia's ALCÂNTARA ACTION based on the SROI methodology. It was produced by CORE CRL, a consultant on corporate social responsibility, for GALP. The author of the report, Tiago Miguel de Seixas holds SROI training and is a Social Value International member (formerly SROI Network).

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EXECUTIVE SUMMARY

Fundação Galp, in partnership with Galp Voluntária and with the support of Social Mind in its design and implementation, developed a volunteer action in Alcântara - Lisbon, mainly aiming to promote the community development of the parish of Alcântara, through the training of six community organisations (**Alcântara Parish Centre**, **Alto de Santo Amaro Fire Brigade**, **Santo Amaro Nursery**, **Santo Amaro Primary School**, **Alcântara Parish Council (Alcântara Bathhouse)**, and **APPACDM**) and through the promotion of a spirit of volunteering among Galp's senior staff.

This action's main activities were the regeneration of several spaces that are adjacent to the beneficiary institutions and the creation of a **Social Store** at the service of the parish of Alcântara.

The purpose of this retrospective SROI analysis is to measure the action's impact on beneficiary organisations, professionals, beneficiary audiences of the organisations, and on Galp volunteers.

Taking into account the dual purpose of the project: **Promotion of a positive social impact** in the parish of Alcântara, by training the organisations, as well as improving and increasing resources that serve the population in areas such as education and social and community support (**objective 1**), and the **promotion of the Galp employees' engagement** in the voluntary actions promoted by the company (**objective 2**), we wanted to verify the action's social return for the two objectives, with the sensitivity analysis, isolating the impacts of the two stakeholders groups: "**Direct Beneficiaries**" and **Galp**.

The estimated SROI ratio is **1:€2.22**, which means that for every €1.00 invested there is a social return of **€2.22**.

The process of this analysis allowed to identify a set of changes that are reflected in the chapter "Theory of Change", with highlight to the following:

Objective 1:

- Practice of physical exercise (Santo Amaro Primary School);
- Hygiene and increased dignity (Alcântara Bathhouse users);
- Appointments and referrals (Alcântara Bathhouse users);
- Increased emotional welfare (Fire Brigade, Nursery Teachers, Alcântara Parish Centre employee);
- Lower loneliness and isolation (Alcântara Parish Centre users);
- Increased acknowledgement of the association (APPACDM);

Objective 2:

- Increase in reputation and image (Fundação Galp);
- Increase in corporate social responsibility and citizenship (Galp Voluntária);
- Increase in technical behavioural skills (Galp Volunteers)



1 SCOPE OF THE ANALYSIS

1.1 Framework: Context

Al-kantara means "the bridge" in Arabic. The first link between the banks of the Alcântara stream, at the junction of the current Alcântara Street and Prior do Crato Street, was erected by the Romans. During the Muslim rule period, the bridge gave its name to the place, naming it Alcântara.

Alcântara integrates, in almost half of its territory, a green spot (part of the Forest Park of Monsanto and the Tapada da Ajuda Botanical Park). The parish consists mainly of low-rise buildings, but reveals a greater importance of high-rise buildings. The construction period began before 1919 until 1970, with the intermediate period (1919-1945) being the less intensive one. The predominantly residential dwellings mostly feature three to four rooms (59%), but some also feature five or more rooms (35%), despite having medium (53%) to small (26%) areas in m².

The parish is characterised by an area of approximately 440 km² and, per the 2011 census, has around **13943 customers** and **8920 dwellings**.

It is an ageing population (Chart 1), more ageing than the whole of the City. In the period between 2001 and 2011, 32% of young people between the ages of 15 and 24 were lost to the parish, but it welcomed 26% more of children up to 14 years (Chart 2). Nevertheless, Alcântara is below the City in the number of families with children under 15 years and above the City in having dwellers aged over 65 (Chart 3). In terms of schooling, the number of dwellers with higher education and basic education are at the same level. In the City, higher education is the most affected and basic education follows (Chart 4).

Chart 1 - Aging index

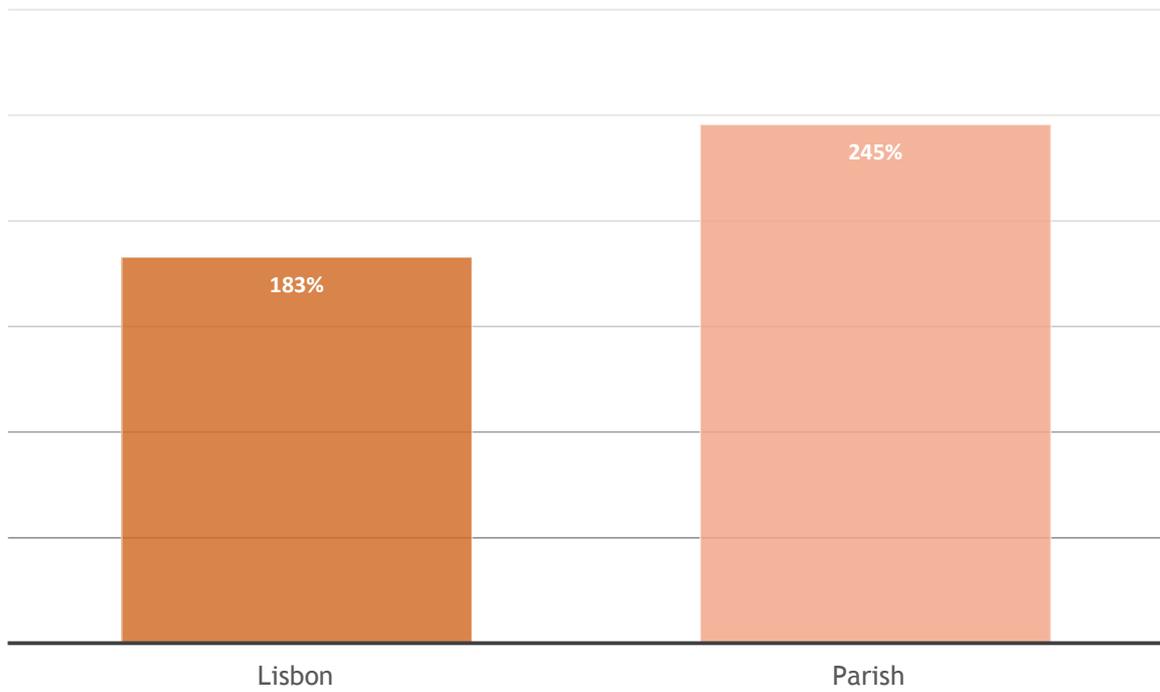


Chart 2 - Population

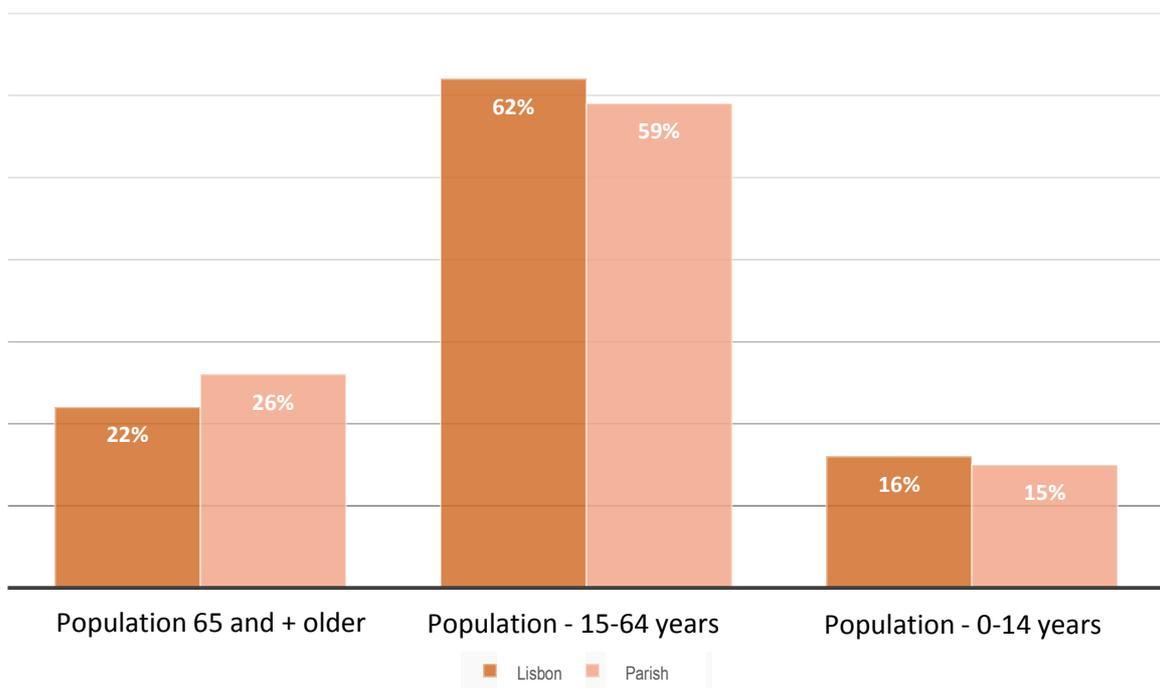


Chart 3 - Characterisation of family units

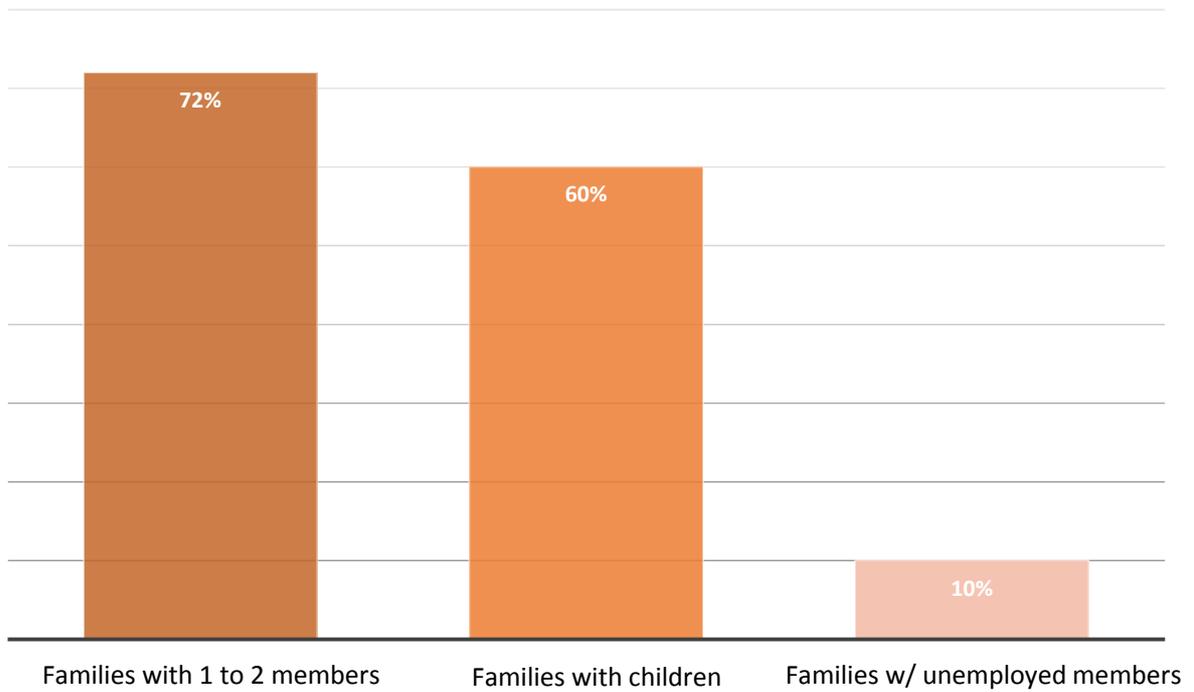
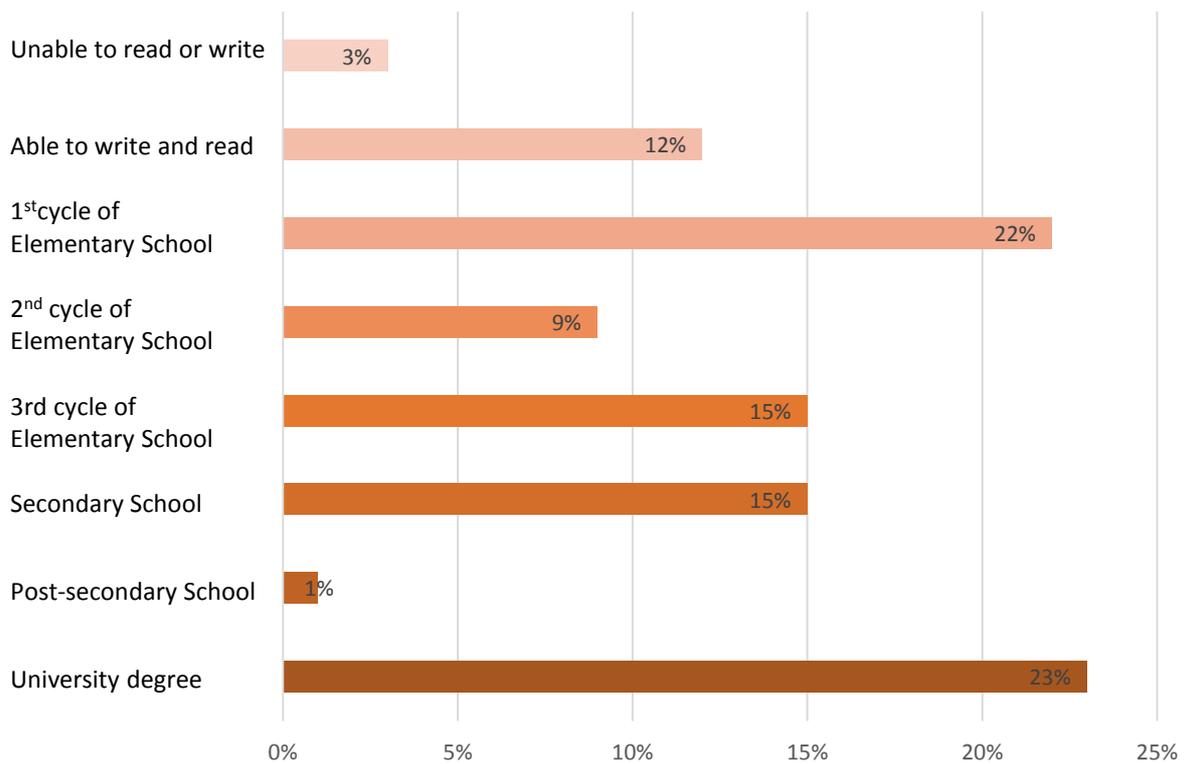


Chart 4 - Education level



1.2 Framework: Promoters

Fundação Galp has developed several programmes and actions, in particular the “**Alcântara Action**”, aiming to respond to the needs of the Alcântara parish and to increase the capacity of local community organisations to respond, by rehabilitating or developing physical spaces for acting.

Created by Galp Energia in January 2009, Fundação Galp Energia is a private non-profit entity of Public Service, with the aim of deepening and promoting the Group's intervention in areas such as Citizenship and Social Responsibility.

The Foundation's support is based on the identification of the activities and projects that, by their nature, make the permanent rendering of a service of public interest to the community in various fields, such as Society, Energy and Knowledge, the Environment and Culture.

In the service to the community, Fundação Galp Energia supports projects focused on the fight against social exclusion and inequality, supporting groups of citizens at risk or raising awareness among populations on high-incidence diseases or behaviours.

Fundação Galp Energia helps to help and to recognise the work of private institutions of social solidarity and Civil Society Organisations, as well as providing support through the obstacles they face in carrying out their work.

Fundação Galp Energia has collaborated with Galp Voluntária, which is a structured volunteer programme of Galp Energia that seeks to facilitate, implement and strengthen business volunteering initiatives designed to promote the common good. The project's activity is based on the strategic prerequisites of action in the following areas: human capital, the environment and energy efficiency, and health and safety - all linked by a common axis that is energy.

Launched in February 2011, the programme's main objective is to respond positively to the employees' expressed willingness to participate in volunteer activities.

In 2014, the volunteer programme had around 1,189 volunteer employees who carried out 10,100 volunteer hours. It has encompassed projects ranging from repairs to houses, buildings and gardens, supporting children towards school success, providing training in a wide range of subjects, making wishes come true for children with terminal or chronic diseases, giving support to entities and organisations in skill management or strengthening, such as the focus on energy efficiency, participation in various fora, work groups and committees.

Since the beginning of the project, Galp Voluntária has approached the community, collaborating with social solidarity institutions, with people who plan various volunteer actions, in many cases through continuity programmes, with broad time goals.

This SROI analysis focused on one of the projects “**Staff Meeting, Alcântara Action**” promoted by Fundação Galp Energia in partnership with Galp Voluntária, which took place in November 2014 and whose main objective was creating, transforming, remodelling and decorating various public spaces and resources of the Alcântara parish, increasing and improving the social response of the organisations involved.

1.3 Stakeholders

1.3.1 INCLUDED/EXCLUDED STAKEHOLDERS

In this section, we present all the stakeholders identified as key parties to the project development and who, for that reason, have a direct influence on the generation of the project beneficiary changes. They are the stakeholders in the financing, promotion, implementation and use of spaces and changes generated by the action.

For the definition of stakeholders, we selected the criterion of materiality, that is, identifying all the agents that directly or indirectly benefit from the project, experiencing material changes that are simultaneously relevant for them and meaningful for the analysis.

Table 1 - Stakeholders

STAKEHOLDERS		INCLUDED?	REASON WHY
Fundação Galp		YES	Main funder of the project and beneficiary, namely in raising reputation and community investment.
Galp Voluntária		YES	Partner entity for the action's implementation, beneficiary agent, namely in raising Galp's impact and community investment. Financing agent.
Galp volunteers		YES	Main stakeholders operating the action and beneficiary agents.
Direct Beneficiaries	Firefighters of the Santo Amaro 1st Brigade	YES	Beneficiary agents of the action.
	Santo Amaro Nursery	YES	Beneficiary agents of the action.
	Santo Amaro Primary School	YES	Beneficiary agents of the action.
	Alcântara bathhouse	YES	Beneficiary agents of the action.
	Alcântara Parish Centre	YES	Beneficiary agents of the action.
	Social Store	NO	Beneficiary agent of the action, however, it was not possible to determine its benefits due to the impacts of the action being medium-term.

Alcântara Parish Council	NO	Agent beneficiary of the program, not included because its benefits are directly linked to the benefits generated by the beneficiary agents of the action.
APPACDM	YES	Indirect beneficiary agent of the action.

1.3.2 THE STAKEHOLDERS' ENGAGEMENT

The stakeholders' engagement was carried out at the stage of preparing the theory of change, using two different methods.

Initially, a focus group was held, with the presence of two stakeholders: Social Mind and Galp Voluntária. This group had the main purpose of defining the main changes generated by the project, as well as its measurement indicators.

To quantify the distance covered by each change, six semi-directing interviews were conducted with the direct beneficiaries of the action, to the Alcântara Parish Council as the managing entity of the Alcântara Social Store and Bathhouse, and to Galp Voluntária. The remaining stakeholders were surveyed by questionnaire.

2 RESOURCES AND ACTIVITIES

2.1 INVESTMENTS

In this section, the monetary and non-monetary resources that each stakeholder invested to carry out the activities proposed in the project will be laid down.

The funding stakeholders (Fundação Galp Energia and Galp Voluntária) invested money for the development and implementation of the action, namely in the contracting of external services and acquisition of construction material for the accomplishment of the various regenerations and necessary safety material for the volunteers.

The non-monetary resources (time), have great weight in the investment. To calculate the time invested by the voluntary stakeholders (486 volunteers x eight hours of project investment), the average value per hour was calculated, based on the average salary scale of a Galp senior manager.

Table 2 - Investments

STAKEHOLDERS	RESOURCE	AMOUNT
Fundação Galp	MONEY	€ 93,917.88
Galp Voluntária	MONEY	€ 11,002.00
GALP volunteers	TIME	€ 206,215.80
Alto de Santo Amaro Firefighters	DOES NOT INVEST	-
Santo Amaro Nursery	DOES NOT INVEST	-
Santo Amaro Primary School	DOES NOT INVEST	-
Alcântara Bathhouse	DOES NOT INVEST	-
Alcântara Parish Centre	DOES NOT INVEST	-
APPACDM	DOES NOT INVEST	-
Total		€ 311,135.68



2.2 Results

The results are the quantitative summary of the activities of the "Alcântara Action", collected by the project management team.

2.2.1 Stakeholder Social Store

A new social store and workshop space was set up, with the aim of sorting and storing goods donated by individuals and institutions (the first units were donated by Galp through an internal collection) to be made available to disadvantaged families and to the general population. The entire graphic concept was also developed, as well as the merchandising pieces, with the support of the APPACDM



workshops.

2.2.2 Stakeholder Santo Amaro Primary School

The intervention in the Santo Amaro Primary School included the remodelling of the garden spaces, a school vegetable garden and a set of decorative murals. In addition, a new gym was opened, whose synthetic floor was an offer from Fundação Galp Energia, providing conditions for practising sports that the school



did not previously hold.

2.2.3 Stakeholder Santo Amaro Fire Station

The Santo Amaro Fire Station's main interventions were the painting of ancient design buildings, emblematic elements of this corporation, as well as creating a new living room, for the fire-fighters' moments of rest. The painting and improvement of the bathhouses, as well as the recovery of the football field hash marks, the goals and the basketball hoop were also the object of regeneration by the action.



2.2.4 Stakeholder Alcântara Public Bathhouse

The Alcântara Public Bathhouse was an important social response by the Parish Council, and it showed visible signs of decay that put the dignity of its many users in question. The team responsible for this building has regenerated several spaces, including the two-story shower cubicles that separate women and men. New doors were added and all spaces were remodelled, painted and decorated. A medical support desk for its users was also created, promoted by the Nursing Degree of the university Universidade Católica Portuguesa, allowing for a nursing service and primary care on site, thus avoiding the users' displacements to the health centre.



2.2.5 Stakeholder Alcântara Parish Centre

In the Social and Parish Centre of Alcântara, considered as one of the main social responses to the senior population, the lack of an outdoor space for socialising was noticed. With the support of Jardim Primavera, a Social Mind's partner in gardening activities, an interior patio was restored, transforming it into a pleasant garden space for its users to enjoy an outdoor space without the noise of cars and public road. A new help desk office was also created, presenting better conditions for this institution's social action service.



2.2.6 Stakeholder Santo Amaro Nursery

The Santo Amaro Nursery also benefited with the construction of a School



Vegetable Garden and a decorative painting in the railing and outdoor spaces.

In addition to these activities and results, there was also a playful and educational visit of the Santo Amaro Primary School's children to "Kidzania", a theme park aimed at families with children aged from three to 15 years. In this city built to their scale, children can "play adults" in a highly realistic environment.



3 THEORY OF CHANGE

Corporate volunteering is based on the belief that a more participatory methodology is required, as well as a more educational and training-oriented strategy for business intervention in solving the problems of society, and in the development of local and regional communities.

This new vision and mission of companies, especially large companies with greater capacity for mobilisation and intervention in society, require the participation of all in the pursuit of common goals. This is a win-win relationship; no-one loses and everyone can gain much.

In addition to the company's visibility and the possibility of increasing its results, the involved employees develop skills, learn new abilities to solve problems and find new solutions, with confidence, maturity and good perception of reality, bringing important inputs to the development of corporate intelligence, as a way of competitive differentiation.

Hence, corporate volunteering represents, an important strategic tool for companies, to give an active voice to the participation of employees, promoting their development and making them true ambassadors of the company before the community.

The theory of change was based on the consultation of bibliographical references, the contributions of experts in the theme areas of the project and the reflection of the technical team that intervene in the project and/or relates to the stakeholders, also considering information that resulted from a close involvement of some of the stakeholders in the planning and execution of the action, which allowed, from the outset, for a richer vision of eventual changes generated.

There were no significant changes in the theory of change after consultation with the stakeholders, which we consider to be an added value due to the nature of the

project - and which foresees a strong stakeholder engagement in the planning and monitoring of activities.

It is worth stressing the expansion of the “**increase in emotional well-being**” change (fire fighters, primary school and nursery), which initially expected to impact only the professionals of those institutions, but was also identified by fire fighters because of the action.

It is also worth noting the “**increase in the association’s acknowledgement**” change in APPACDM, which was not initially foreseen because it was not directly involved in the action, but resulted in a proposal for a Galp partnership in a future action.

We recall that the analysis of social impact took the stakeholders and direct beneficiaries into consideration: **Users and workers of the Alcântara Parish Centre, Alto de Santo Amaro Fire Brigade, Santo Amaro Nursery Teachers, Santo Amaro Primary School Students, Users of the Alcântara Bathhouse**; and indirect stakeholders: **Fundação Galp Energia, Galp Voluntária, Galp Volunteers, Social Mind** and **APPACDM**.

The set of direct beneficiary stakeholders had trouble in meeting their objectives, as a result of the degradation of some of the physical spaces and insufficient resources, and, with them, we identified the most urgent and relevant regenerations with a view to help organisations increase and/or generate new impacts for the populations they serve.

The stakeholder Alcântara Parish Council indirectly benefits from the changes that have occurred, as these increase or improve the organisations' responses within the parish.

The stakeholder Fundação Galp Energia benefits from the action directly by increased reputation and image. As an entity with the objective of deepening and promoting the Group's intervention in areas such as citizenship and social responsibility, the results to the direct beneficiaries are an added value to the

achievement of its objectives.

The stakeholder Galp Voluntária’s starting point was the need to respond to an internal mission to increase the number of Galp volunteers in community projects, in order to increase its capacity of response in the various community interventions that it carries out.

Table 3 - Change per Stakeholder

STAKEHOLDER	CHANGES
Galp Voluntária	Increase in social responsibility
Fundação Galp	Increase in reputation and image
Galp volunteers	Increase in technical skills
	Increase in behavioural skills
Santo Amaro Primary School students	Practice of Physical Education
Alcântara Bathhouse users	Hygiene and increased dignity
	Appointments and referrals
Alcântara Parish Centre employees	Emotional welfare
Santo Amaro Nursery Teachers	
Alto de Santo Amaro Firefighters	
Alcântara Parish Centre users	Lower loneliness and isolation
APPACDM	Increased acknowledgement of the association



4 BENEFITS AND EVIDENCE

4.1 INDICATORS (AMOUNT)

The demonstration of the changes that resulted from the project implies defining indicators that allow us to quantify them. In that sense, for the purposes of this analysis, we created indicators for each change, based on scales identified in the literature review as much as possible, but also resulting from the reflective work of the analysis team, based on their technical experience and on all the previous work of stakeholder involvement. The indicators were later transformed into questions, so that we could measure the distance covered in the various changes.

It should be noted that, given the difficulty that some stakeholders might have in reflecting on the past, considering that the action was retrospective by more than a year, and that some of the people involved were no longer in their organisations, the questions were made in the 'before' and 'now' form, considering the period prior to the beginning of their participation in the action as baseline.

Finally, for the calculation of the amount of change, the average amount of change was calculated - with the amount being presented as "distance covered" (DC) - based on the different indicators, multiplying this value by the total population estimated at each stakeholder's level.

Table 4 - Indicators and Amount table

DESCRIPTION	STAKEHOLDER	INDICATOR	QUANTITY
Increase in social responsibility	Galp Voluntária	Increase in the number of volunteers between 2014 and 2015.	609
Increase in reputation and image	Fundação Galp	Number of media releases x favourability	8
Increase in technical skills	Galp volunteers	Number of volunteers who reported increased technical skills.	111
Increase in behavioural skills		Number of volunteers who reported increased behavioural skills.	136
Practice of Physical Education	Santo Amaro Primary School students	Number of students who use the gym.	1000
Hygiene and increased dignity	Alcântara Bathhouse users	Number of bathhouse users.	145
Appointments and referrals		Number of people observed.	50
Emotional welfare	Alcântara Parish Centre employees	Number of people reporting increased satisfaction in performing the task of caring for a client.	1
	Santo Amaro Nursery Teachers		3
	Alto de Santo Amaro Firefighters		70
Lower loneliness and isolation	Alcântara Parish Centre users	Decrease in the seniors' feeling of loneliness.	30
Increased acknowledgement of the association	APPACDM	Number of projects resulting from the action.	1

4.2 DURATION

To explore the time frame in which the effects of each change extend, and given the difficulty of each stakeholder in evidencing the duration that the change occurred, the analysis of similar projects was carried out for each observed change, considering the report carried out by the stakeholders. The response scale was defined taking into account a minimum duration of one year and a maximum of five years, as for longer than that it is deemed difficult to infer changes associated with the project. In the case of changes in which it was considered hard to determine the duration of their impact, it was decided to consider a conservative effect of one year.

Table 5 - Duration

DESCRIPTION	STAKEHOLDER	INDICATOR	DURATION
Increase in social responsibility	Galp Voluntária	Increase in the number of volunteers between 2014 and 2015.	3
Increase in reputation and image	Fundação Galp	Number of media releases x favourability	1
Increase in technical skills	Galp volunteers	Number of volunteers who reported increased technical skills.	2
Increase in behavioural skills		Number of volunteers who reported increased behavioural skills.	2
Practice of Physical Education	Santo Amaro Primary School students	Number of students who use the gym.	5
Hygiene and increased dignity	Alcântara Bathhouse users	Number of bathhouse users.	2
Appointments and referrals		Number of people observed.	5
Emotional welfare	Alcântara Parish Centre employees	Number of people reporting increased satisfaction in performing the task of caring for a client.	2
	Santo Amaro Nursery Teachers		2

	Alto de Santo Amaro Firefighters		2
Lower loneliness and isolation	Alcântara Parish Centre users	Decrease in the seniors' feeling of loneliness.	1
Increased acknowledgement of the association	APPACDM	Number of projects resulting from the action.	1

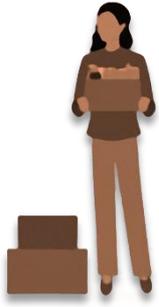
4.3 FINANCIAL APPROACHES

Financial approaches reflect the change value and are generated through a monetary representation of the importance that change holds for the stakeholder. In that sense, we tried to identify other services that could promote the same change, selected according to projects with similar target public profile and changes, to estimate their value.

The following table reflects the financial approaches used:

Table 6 - Financial approached table

DESCRIPTION	STAKEHOLDER	FINANCIAL APPROACH	AMOUNT
Increase in social responsibility	Galp Voluntária	Voluntary biannual action (€ 30.00 per daily average of 10 employees)	€60.00
Increase in reputation and image	Fundação Galp	AVE calculation	€ 5,372.77
Increase in technical skills	Galp volunteers	Galp's average expenses in technical skills training	€675.00
Increased behavioural skills		Galp's average expenses in behavioural skills training	€800.00
Practice of Physical Education	Santo Amaro Primary School students	Average value for using the gym 1	€26.97
Hygiene and increased dignity	Alcântara Bathhouse users	Annual average expenditure per aggregate of expenses in Hygiene and Personal Care 2	€516.00
Appointments and referrals		Average price of a medical appointment	€50.00
Emotional welfare	Alcântara Parish Centre employees	Motivation Course at Work (average market values)	€236.25
	Santo Amaro Nursery Teachers		
	Alto de Santo Amaro Firefighters		
Lower loneliness and isolation	Alcântara Parish Centre users	Estimate of average annual expenditure on social activities in Portugal	€450.00
Increased acknowledgement of the association	APPACDM	Market value	€6,200.00



5 IMPACT AND SOCIAL RETURN

After establishing the total amount of changes and to calculate the impact of an intervention - its share of the total changes -, the SROI analysis uses several discount instruments: the type I and II allocations, abandonment and displacement.

5.1 ALLOCATION I

Allocation I estimates the proportion of change that would have occurred regardless of the existence of the concerned project.

Notwithstanding the team's reflection, the said discount was identified based on the experience of the stakeholders, questioning how many people would have achieved each change without the intervention and calculating the average response.

5.2 ALLOCATION II

Type II allocation allows us to verify the existence of other agents that may have contributed to the change, ones not comprehended by allocation I.

The stakeholders were involved in answering to different questions, aimed to identify the existence of other people or services that could have contributed to the same change and the amount of credit in the change they attribute to them and to the project. Considering the small number of answers, the team made an estimate based on the testimonies collected.

5.3 REDUCTION RATE

The reduction rate allows us to identify the devaluation to which the change may be subject over time.

Considering the probability that the issue applied to this discount could not be understood by the stakeholders, the reduction was assessed by the analysis team.

5.4 DISPLACEMENT

Displacement refers to other unintentionally community-generated changes, following the change processes triggered by the project. After analysis by the team, no displacement was detected, and for that reason no discounts were made in this scope.

Table 7 - Allocations and reduction rate

DESCRIPTION	STAKEHOLDER	ALLOCATION I	DISPLACEMENT	ALLOCATION II	REDUCTION RATE
Increase in social responsibility	Galp Voluntária	0%	0%	20%	25%
Increase in reputation and image	Fundação Galp	0%	0%	20%	25%
Increase in technical skills	GALP volunteers	0%	0%	0%	0%
Increased behavioural skills	GALP volunteers	0%	0%	0%	0%
Practice of Physical Education	Santo Amaro Primary School	0%	0%	0%	0%
Hygiene and increased dignity	Alcântara Bathhouse	25%	0%	11%	10%
Appointments and referrals	Alcântara Bathhouse	0%	0%	0%	0%
Emotional welfare	Alcântara Parish Centre	3%	0%	15%	0%
	Santo Amaro Nursery	3%	0%	15%	0%
	Alto de Santo Amaro Fire Station	3%	0%	15%	0%
Lower loneliness and isolation	Alcântara Parish Centre	0%	0%	0%	0%

Increased acknowledgement of the association	APPACDM	0%	0%	0%	0%
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6 CALCULATION OF SOCIAL RETURN

The social return on investment (SROI) is expressed as the ratio between the total value of the activity's impact and the value of its investment.

$$\text{SROI} = \text{Social Impact Value} / \text{Investment value}$$

Considering the ascertained benefits and inputs, i.e. the social impact generated by the program over two years, reflected in **691m. €** and a total investment of **311m. €**.

This analysis demonstrates that the Alcântara Action was efficient in creating shared value for the various stakeholders involved, i.e. the total value of benefits generated is greater than the amount invested: for each Euro invested, the action generated **2.22 Euros** of social value.

Table 8 - Social Impact in a 5-year span

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
NPV of benefits after deductions	€ 341,843.04*	€ 264,287.90*	€ 39,100.14*	€ 23,788.68*	€ 22,548.51*
Final NPV of benefits					€ 691,568.27
NPV of benefits minus the investment					€ 380,432.59
Social Return € for € (benefits / investment)					€2.22
*Discount rate, 5.5%					

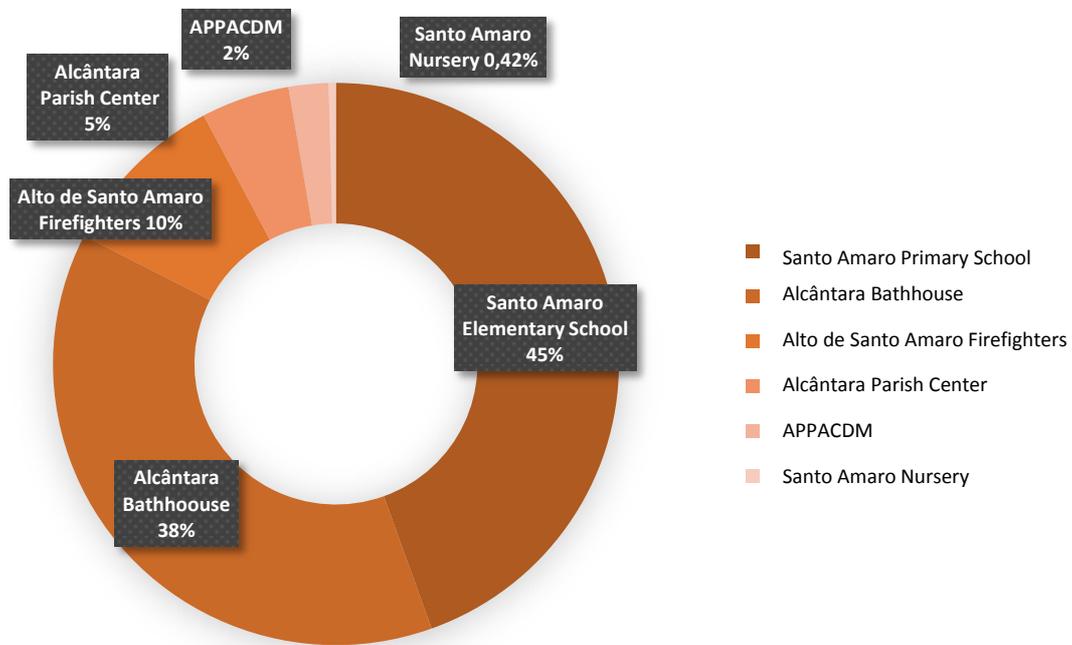
7 SENSITIVITY ANALYSIS

Considering the project's double objective: **1. Promotion of positive social impact in the parish of Alcântara**, through the training of organisations that serve the population in areas such as education, and social and community support, and **2. Promotion of the Galp employees' engagement** in the voluntary actions promoted by the company, we wanted to isolate the impacts so that we perceived how the action responded to the two intended objectives.

7.1 Objective 1: Promotion of positive social impact in the parish of Alcântara, through the training of organisations that serve the population in areas such as education, and social and community support

The present analysis shows that most of the impacts of the “**Alcântara Action - Staff Meeting**” in this objective fall on the **Santo Amaro Primary School** by promoting a greater participation in physical activities among the school students, corresponding to a positive impact of **€115,169.57**. This result is described by the increased opportunity to participate in sporting, educational or exercise activities, by improving the quality and safety of existing spaces.

Chart 5 - Impact per stakeholder (Direct beneficiaries)

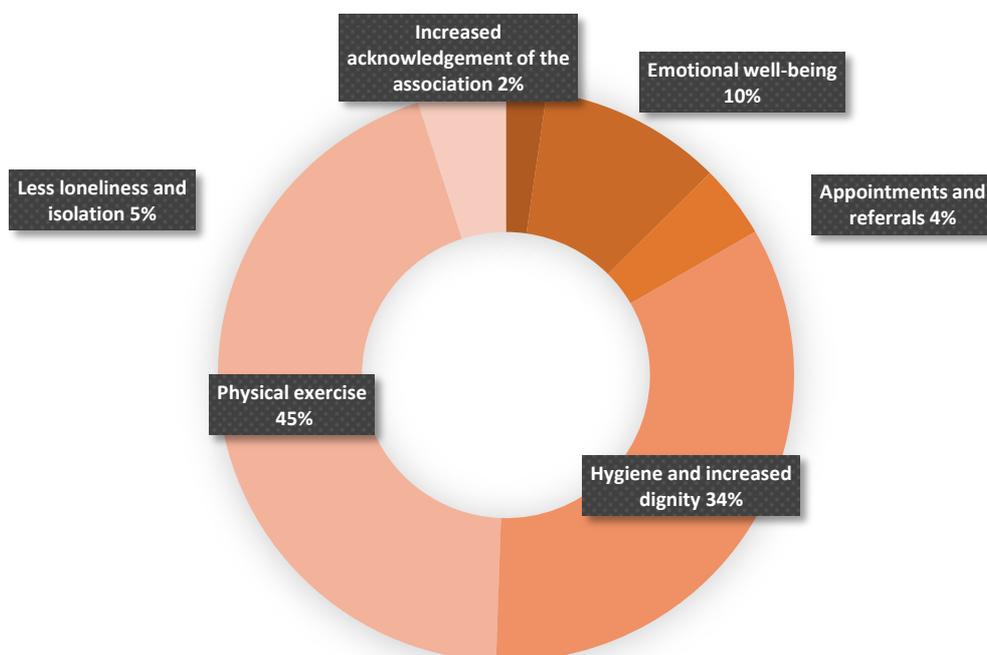


Other important changes or impacts on the creation of social value are related to the **Alcântara Bathhouse** (a total of **€98,398.17**), particularly those related to increased **hygiene and dignity** (**€87,722.46**). The theory of change shows that these changes are related to the possibility for individuals to enjoy greater comfort in their daily lives and to live with greater independence, dignity and self-respect, which are sustainable and lasting changes.

Other important changes include the **emotional welfare of the professionals** of the stakeholders “**Alcântara Parish Centre**”, “**Santo Amaro Nursery**” and “**Santo Amaro Fire Brigade**”, totalling **€26,525.94**, as well as changes in the **reduction of loneliness and isolation**, promoted by creating a new space for socialising in the stakeholder “**Alcântara Parish Centre**”.

There were also changes in the promotion of physical health through the creation of a nursing care office in the **Alcântara Bathhouse** and the **increase in the acknowledgement of social work** with the stakeholder **APPACDM**.

Chart 6 - Impact per change (direct beneficiaries)



7.2 Objective 2: Promotion of the Galp employees' engagement in the voluntary actions promoted by the company

The following graph shows that the biggest impact (€338,799.67) was on **Voluntários**, i.e., in the development of **technical** and **behavioural skills** associated with the practice of the concerned volunteer activity.

It is also important to highlight the “**increased social responsibility**” change in the stakeholder **Galp Voluntária**, which could have significant medium/long-term impacts not only for Galp but also for the community, as the analysis showed that the action was effective in attracting and retaining new volunteers, which will have effects on new actions that Galp is developing or intends to develop.

Finally, we highlight the positive effect that was verified in the **company's image and reputation**, calculated through the analysis of the press favourability related to the action.

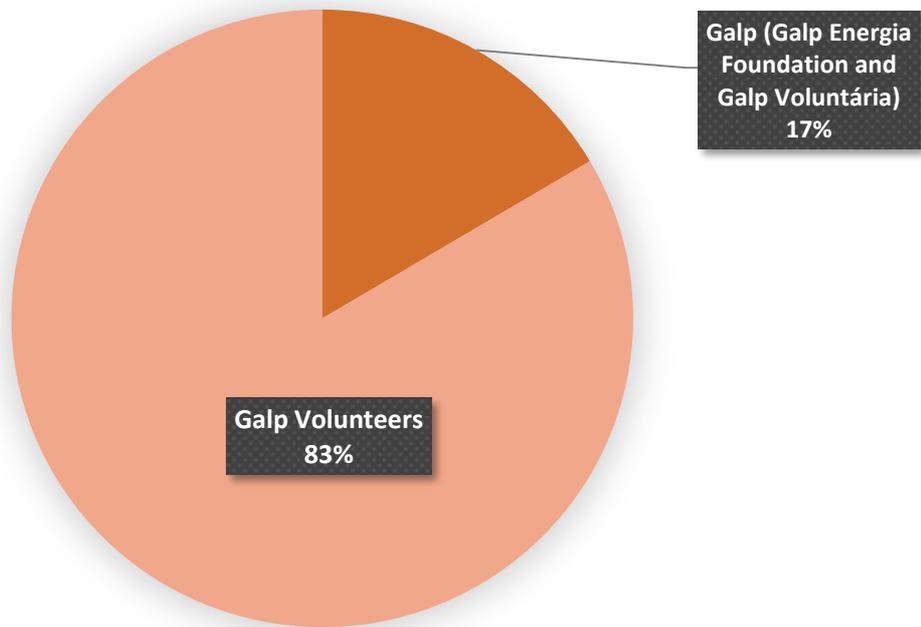


Chart 7 - Galp's Impact

7.3 Scenario Analysis

To test the impact of the critical parameters in the SROI, we drew two scenarios, a positive one and a negative one.

Thus, in the optimistic scenario we increased the duration of the changes and financial approaches by 20% and 25%, respectively, considering an undervaluation of the impacts' duration and their conversion into value. We reduced reduction rates and allocations by 25%. To test the pessimistic scenario, we considered the possibility that the amount of the changes is overvalued, as well as its duration in years. The following table reflects the changes and their respective SROI.

Table 9 - Scenario analysis: optimistic vs. pessimistic

OPTIMISTIC SCENARIO		SROI	
Possibilities	Parameters	Variation	
<ul style="list-style-type: none"> The duration of the changes is undervalued as well as the financial approaches; The changes that have taken place are felt for a longer time, with a reduction in the change over time; The discounts granted are overvalued, so more change due to our intervention will be ascribed 	<ul style="list-style-type: none"> Duration FA Decrease Allocations 	(+) 20% (+) 25% (-) 25% (-) 25%	€3.92
PESSIMISTIC SCENARIO		SROI	
<ul style="list-style-type: none"> The amount of the changes is overvalued; The changes that have occurred are felt for less time. 	<ul style="list-style-type: none"> Amount Duration 	(-) 50% (-) 10%	€1.03

According to the scenarios presented, the social return results are as follows:

- Pessimistic scenario: the SROI ratio fell 46% to €1.03, almost half the value of our SROI (€2.22).

- Optimistic scenario: SROI increases by 57% to €3.92. With this analysis, it turns out that if something unexpected happened, the social return was significantly reduced, even though the value was positive. However, we believe that there may be more likely to be positive benefits for all stakeholders involved, which will increase the social return on invested value.

9 RECOMMENDATIONS

The "Alcântara Action - Staff Meeting" was one of several initiatives of Fundação Galp Energia, in partnership with Galp Voluntária, whose main objective was to promote community development in the parish of Alcântara through the training of six institutions.

Given that children, the elderly and the people in need are generally priority target groups in the parish, in view of the need for retention of young people and children in the parish, the promotion of the well-being of the senior population and greater autonomy of the poor population in general, we consider that the success of this action is due to the broad nature and the scope, in terms of target population, of the various interventions.

In the scope of this analysis, we selected ten stakeholders, namely the six direct beneficiary organisations, Galp, through Fundação Galp Energia, Galp Voluntária and Galp Volunteers, and APPACDM.

With all these stakeholders, we developed the theory of change that enabled us not only to detect new changes, but also to learn their social value.

The decision of performing the sensitivity analysis on two distinct objectives, isolating the impacts in two stakeholders' groups, allowed us to have a more consistent view that reflected the distinct objectives of the action.

As limitations of this study, we emphasise the non-inclusion of the Social Store in the analysis, given that this resource is not yet fully functioning, so it is not yet possible to assess the resulting impacts for the promoters, beneficiaries and for the community of Alcântara.

Impacts were also not detected with other stakeholders, namely the visit promoted by the Action to Kidzania, with the children of the "Santo Amaro Primary School" and the impact of the regeneration in the nursery with children and/or parents, which was due to the time gap between the analysis and the action, it was deemed difficult to ascertain not only the changes occurred but also their amount.

We recommend, in future actions, a greater involvement of the beneficiaries in the actions, naturally taking into consideration the difficulty of integrating, for safety or other matters, children or seniors in actions of this nature. The creation of educational and/or training moments to accompany the interventions can support the increment of new changes in the actions' beneficiaries, as well as the promotion of greater sustainability/durability of the changes, an increased proximity with the reality that is being transformed and also more commitment of the actors as agents of influence and of social change.

10 Impact Infographic

Galp: Alcântara action Impact infographic

For each euro invested, the project generates €2.22 of social value

A social responsibility action promoted by Fundação Galp Energia in partnership with Galp Voluntária with the purpose of creating social impact in the parish of Alcântara and promoting team spirit by involving the Company's employees

3885 hours of volunteering have boosted Galp's acquisition of skills and increased Galp's reputation and social responsibility.



€259 m of social value generated for the community by saving in social services, promotion of individual dignity, physical exercise, emotional well-being and reduction of solitude and isolation

Investments: Money and time

Impact on each stakeholder



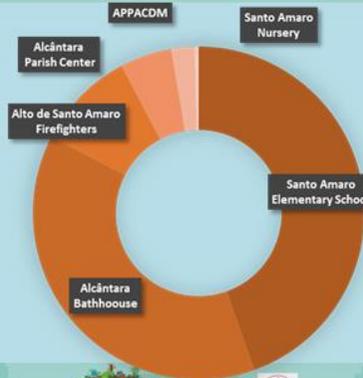
Galp volunteers (time)



Fundação Galp (money)



Galp Voluntária (time)



Galp Voluntária - our energy goes far

*This action has brought added value because it has improved the conditions of our school, especially for the children's activities but also for us teachers, who like to work with the best conditions. **Primary School's Director** Firefighters serve the population so it is essential that there is a motivation. These actions make the rescue service more effective and more efficient. **Sub-chief of the Firefighters***

*Our facilities are not very large, we have gained an outdoor space and a technical office more worthy of attention to the people of the community as well as to the users who attend or will attend our center, so we are very grateful to this initiative of Galp Energia. **Technical director of the Parish Centre** May Galp continue this or otherwise to be a reference of social responsibility in all the places of the world where it operates. **Galp volunteer***

The project involved the rehabilitation and creation of new spaces in several institutions of Alcântara, covering several fringes of the community:

- Over 1500 people directly impacted
- €104.000 invested in the community
- 6 new spaces serving the community
- 5 institutions were helped
- 486 volunteers
- 2 new partnerships
- 1 new social store

children (Santo Amaro Nursery, Santo Amaro Primary School), seniors (**Alcântara Parish Council**), Firefighters of the Santo Amaro 1st Brigade, people living in homelessness (Alcântara Bathhouse).



Análise de impacto realizada por CORE CRL para a Galp | 2016



Fundação Galp Energia



11 SROI Map

STAKEHOLDERS	RESOURCES		CHANGES						DISCOUNTS				SOCIAL RETURN CALCULATION				
	What are they investing?	Value in €	Description	Indicator	Amount (AM)	Duration	Financial Approaches (FA)	Value	Allocation I	Displacement	Allocation II	Reduction rate	Discount Rate				
			What changes in their lives?	How do we measure change?									5.50%				
Who do we affect / who affects us?												Year 1	Year 2	Year 3	Year 4	Year 5	
Galp Voluntária	Money	€ 11,002.00	Increase in social responsibility	Increase in the number of volunteers between 2014 and 2015.	609	3	Voluntary biannual action (€ 30.00 per daily average of 10 employees)	€60.00	0%	0%	20%	25%	€ 29,232.00	€ 21,924.00	€ 16,443.00	€0.00	€0.00
Fundação Galp	Money	€ 93,917.88	Increase in reputation and image	Number of media releases x favourability	8	1	AVE calculation	€ 5,372.77	0%	0%	20%	25%	€ 34,385.74	€0.00	€0.00	€0.00	€0.00
Volunteers GALP	Time	€ 206,215.80	Increased technical skills	Number of volunteers who reported increased technical skills.	111	2	Galp's average expenses in technical skills training	€675.00	0%	0%	0%	0%	€ 74,700.00	€ 74,700.00	€0.00	€0.00	€0.00
			Increased behavioural skills	Number of volunteers who reported increased behavioural skills.	136	2	Galp's average expenses in behavioural skills training	€800.00	0%	0%	0%	0%	€ 108,800.00	€ 108,800.00	€0.00	€0.00	€0.00
Santo Amaro Primary School	-	-	Practice of Physical Education	Number of students who use the gym.	1000	5	Average value for using the gym	€26.97	0%	0%	0%	0%	€ 26,970.00	€ 26,970.00	€ 26,970.00	€ 26,970.00	€ 26,970.00
Alcântara Bathhouse	-	-	Hygiene and increased dignity	Number of bathhouse users.	145	2	Annual average expenditure per aggregate of expenses in Hygiene and Personal Care	€516.00	25%	0%	11%	10%	€ 49,942.35	€ 44,948.12	€0.00	€0.00	€0.00
			Appointments and referrals	Number of people observed.	50	5	Average price of a medical appointment	€50.00	0%	0%	0%	0%	€ 2,500.00	€ 2,500.00	€ 2,500.00	€ 2,500.00	€ 2,500.00
Alto de Santo Amaro Firefighters	-	-	Emotional welfare	Number of people reporting increased satisfaction in performing the task of caring for a client.	70	2	Motivation Course at Work (average market values)	€236.25	3%	0%	15%	0%	€ 13,635.17	€ 13,635.17	€0.00	€0.00	€0.00
Santo Amaro Nursery	-	3			2	3%			0%	15%	0%	€584.36	€584.36	€0.00	€0.00	€0.00	
Alcântara Parish Centre	-	-			1	2			3%	0%	15%	0%	€194.79	€97.39	€0.00	€0.00	€0.00
			Lower loneliness and isolation	Decrease in the seniors' feeling of loneliness.	30	1	Estimate of average annual expenditure on social activities in Portugal	€450.00	0%	0%	0%	0%	€ 13,500.00	€0.00	€0.00	€0.00	€0.00

APPACDM	-	-	Increased acknowledgement of the association	Number of projects resulting from the action.	1	1	Market value	€6,200.00	0%	0%	0%	0%	€ 6,200.00	€0.00	€0.00	€0.00	€0.00
NPV of benefits after deductions													€ 341,843.04	€ 264,287.90	€ 39,100.14	€ 23,788.68	€ 22,548.51
Final NPV of benefits																	€ 691,568.27
NPV of benefits minus the investment																	€ 380,432.59
Social Return € for € (benefits / investment)																	€2.22