This event has received financial support from the European Union through the Grant Agreement SANTE/2019/E1/FEBA/SI2.823068.

The opinions expressed in this event do not necessarily reflect the official position of the European Commission

Welcome to Brussels!

1.1

Welcome & Introduction

Angela Frigo, Secretary General
FEBA

The future of Food Banks in Europe Preparing the '20s

What are the trends that will shape our network of Food Banks in the nearby future?

It is essential to know the trends that are affecting the complex food system, including Food Banks, in order to strengthen and make them "future-proof".

How can FEBA support the roles of European Food Banks?

Sharing of best practice and knowledge, building members' expertise, recording and disseminating the impact of Food Banks, quantifying and qualifying the daily activity, in order to reinforce the credibility and efficacy of FEBA and its members.

Key activities timeline

A three-year approach

- **YEAR 1** *Expand knowledge and improve the skills*

November 2018 – November 2019
The activities of Year 1 were financed thanks to a grant from DG Sante, European Commission and a co-funding from FEBA.

- **YEAR 2** *Quantify and qualify the impact of European Food Banks – pilot phase*

February 2020 – February 2021
The activities of Year 2 are financed thanks to a grant from DG Sante, European Commission and a co-funding from FEBA.

- **YEAR 3** *Quantify and qualify the impact of European Food Banks*

2021 – 2022

YEAR 1
Expand knowledge and improve the skills

Sharing best practice and information

To foster a knowledge about the
evolution of the food supply chain and the model of FBs.

OBJECTIVE: increasing the expertise of FEBA members and ensuring that they are effective and professional food redistribution partners to the food supply chain industry, focusing on the <u>economic, environmental, nutritional and social benefits</u> generated by their daily activity.

24 out of 28 FEBA Members expressed their commitment to take part in the activities.
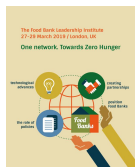
Implemented activities

Activity 1: Skill-sharing session on "**Food Rescue: The Future of Food Donation**" organized by FEBA in collaboration with FoodCloud Hubs on **10-11 December 2018** in **Dublin**
Read the report here

Activity 2: Training session on "**Impactful data for social good**" organized by FEBA on **4-5 February 2019** in **Brussels**
Read the report here

Activity 3: **Food Bank Leadership institute** (FBLI) organized by GFN in collaboration with FEBA on **25-27 March 2019** in **London**
Read the programme here

Activity 4: Skill-sharing session on "**Partnerships for the SDG 12.3**" organized by FEBA in collaboration with FBAO in **November 2019** in **Milan**
Read the report here

YEAR 2
Quantify and qualify the impact of European Food Banks
Pilot phase

"Without data you're just another person with an opinion."

- W. Edwards Deming, Data Scientist

WAREHOUSE MANAGEMENT

25% 75%

Improve efficiency and effectiveness

Feed
European policy and funding

International Day
of Awareness on
Food Loss and Waste

Act local, share global

Data collection and digital transformation

Challenges

✔ Sharing a standardized and consistent methodology for data collection across Food Banks;

✔ Assessing the impact of Food Banks taking into consideration the economic, environmental, nutritional, and social impacts;

✔ Defining how to make sense of the information of impact management and measurement;

✔ Encouraging digital transformation within our membership.

Rollout

Three milestones

1. Definition of common KPIs, dataset structure and data collection strategies;
2. Development of the Observatory on food donation;
3. Promotion and dissemination of the Observatory on food donation

Leading Team

Angela Frigo
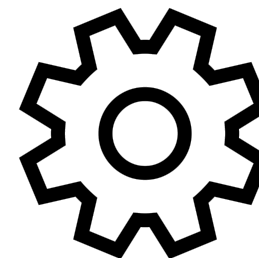
Anna Oggioni

Charlotte Daneau

Valentina D'Arrigo

Laura Gavinelli, Ph.D.
Management consultant
and trainer

Fabio Fraticelli, Ph.D.
COO, TechSoup

Development Team

Timeline

✔ 2 March 2020, Brussels: Kick-off meeting (All Members)

✔ 6-7 April 2020, Dublin: meeting in presence*

✔ 23-25 April 2020, Berlin: presentation of mid-term results at FEBA Annual Convention 2020

✔ May 2020: online meeting*

✔ 22-23 June 2020, Madrid: meeting in presence*

✔ July 2020: online meeting*

✔ 14-15 September 2020, Vienna: meeting in presence*

✔ October 2020: online meeting*

✔ November 2020: online meeting*

✔ 10-11 December 2020: Final meeting (All Members)

*Only for a specific group of Members

1.2

Measuring performance: from goals to indicators

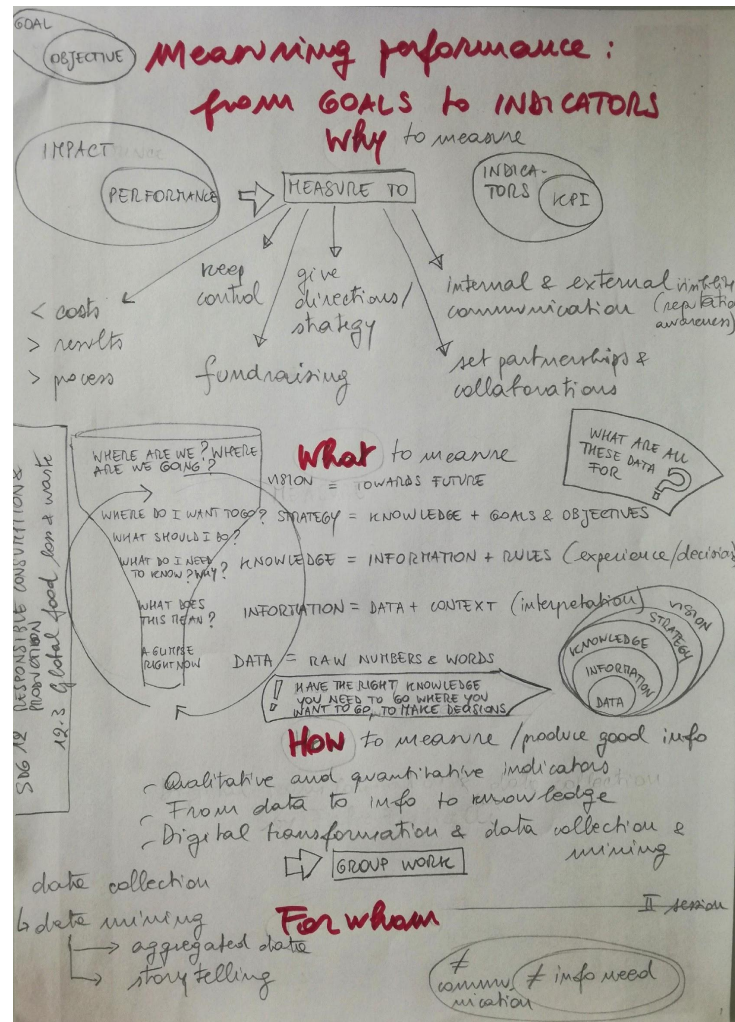**Laura Gavinelli, Ph.D.**
Management consultant and trainer

Agenda

Don't go into panic!

Measuring what Food Banks do is key…

1. Ok, but why? What are data for?

2. What should we measure?

3. How can we collect the right data?

4. And for whom should we collect them? Only for us?

1. **Why** should we measure? What are data for?

FEBA model

Currently FEBA **collects data** – number of Food Banks, charities and beneficiaries, tons of food collected and distributed (including sources and food categories), financials, HR, premises, vehicles, and handling equipment – from its membership **once a year**.

The main **purposes** are:

✔ Governance

✔ Communication

✔ Relationship with EU institutions and stakeholders

✔ Fundraising

1. **Why** should we measure?

FEBA model

Governance

Communication

Relationship with European institutions and stakeholders

Fundraising

Report. The future of food banks in Europe. Impactful data for social good. Skill-sharing session, Brussels, 4-5 Feb. 2019: p. 5

We might also add other purposes…

Operations:
- ✔ Keep control on what we do and how
- ✔ Effectiveness (> results, better process & routine)
- ✔ Efficiency (< costs, < waste)
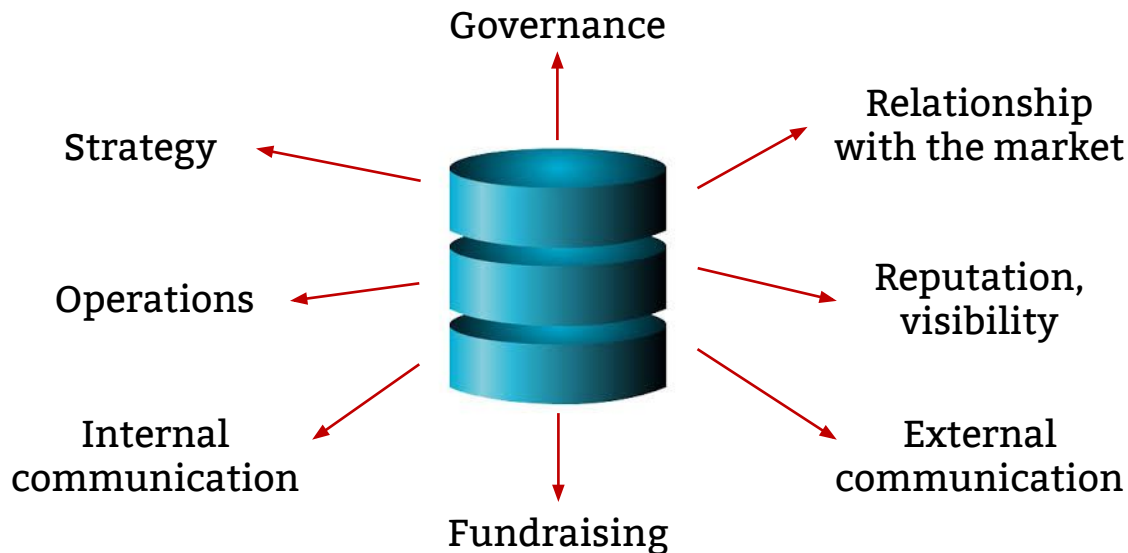
Strategy and growth:
- ✔ Compare performance, set goals and objectives, give direction, plan
- ✔ Internal communication: > awareness, motivation, collaborators as ambassadors

Relationship with «the market»:
- ✔ External communication: > visibility, credibility, reputation
- ✔ Set partnerships & collaborations: > power of negotiation, new opportunities

1. **Why?**

Good, updated, consistent, reliable, comparable,
easy to access **data** help improve:

Governance

Relationship
with the market

Strategy

Reputation,
visibility

Operations

Internal
communication

External
communication

Fundraising

Having the right knowledge, let you go where you want to go, make the right decisions, take the right actions

The point is...

We need the right knowledge to make the right decisions and take the right actions →

Know-how
Capability

It's not only a matter of **data**
Data must be **good**, the right ones
Data are not **information**
Information is not **knowledge**

Nick Milton is a Knowledge Management Guide, Coach, Mentor and Practitioner.
Director of Knoco Ltd

Data are only the biginning of the story...

DATA = raw numbers and words, simple and objective facts

A glimpse right now

Data are only the biginning of the story...

INFORMATION = data + context (interpretation)

DATA = raw numbers and words, simple and objective facts

What does this mean?

A glimpse right now

Data are only the biginning of the story…

KNOWLEDGE = information + rules (experience/decisions)

What do we need to know? Why?

INFORMATION = data + context (interpretation)

What does this mean?

DATA = raw numbers and words, simple and objective facts

A glimpse right now
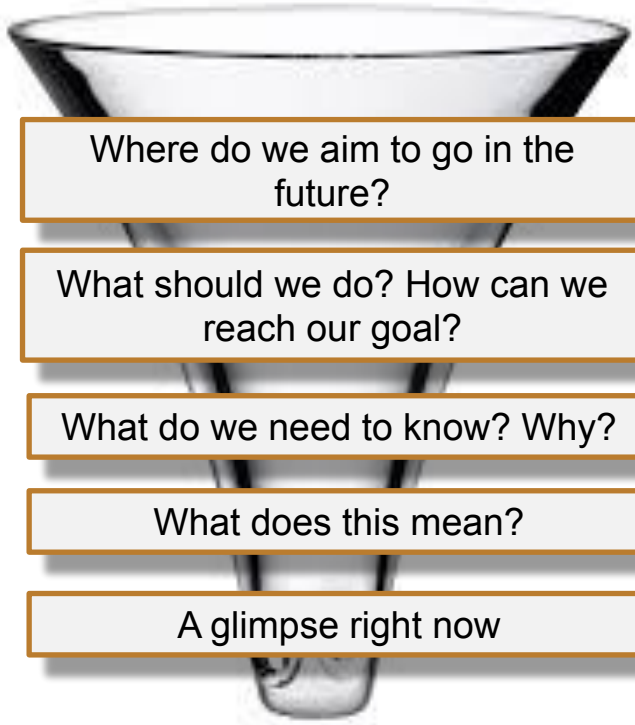
Data are only the biginning of the story...

STRATEGY = knowledge + goals & objectives

KNOWLEDGE = information + rules (experience/decisions)

INFORMATION = data + context (interpretation)

DATA = raw numbers and words, simple and objective facts

What should we do? How can we reach our goal?

What do we need to know? Why?

What does this mean?

A glimpse right now

Data are only the biginning of the story...

VISION = where we aim to be

STRATEGY = knowledge + goals & objectives

KNOWLEDGE = information + rules (experience/decisions)

INFORMATION = data + context (interpretation)

DATA = raw numbers and words, simple and objective facts

Where do we aim to go in the future?

What should we do? How can we reach our goal?

What do we need to know? Why?

What does this mean?

A glimpse right now

Having the right knowledge, let you go where you want to go, make the right decisions, take the right actions

2. **What** should we measure? **Data collection**

FEBA Statistics Form (1/year)

Toward the next decade together. FEBA Annual Report, 2018: pp. 3; 4; 16

Impact

In 2018, FEBA membership

Redistributed
781,000 tons

Equivalent to
4.3 million daily meals

through
45,700 charities

assisting
9.3 million deprived people

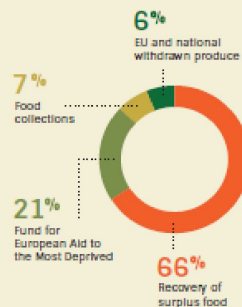The FEBA network
421 Food Banks and branches

31,700 co-workers

85% of co-workers are volunteers

24 countries

Sources of food recovered by Food Banks

- 6% EU and national withdrawn produce
- 7% Food collections
- 21% Fund for European Aid to the Most Deprived
- 66% Recovery of surplus food

Source: FEBA consolidation based on the quantities of food collected by its membership in 2018.

Financials

STATEMENT OF INCOME AND EXPENSES	2018/€	2017/€
Income		
Membership fees	83.780	70.502
Donations from individuals	10.234	13.958
Donations from Corporates and Foundations	433.987	253.596
EU Subisdies	148.878	0
Other revenues	31.828	889
Total income	708.708	338.945
Expenses		
Network support activities	223.525	241.004
General & Administrative	336.716	68.093
Fund development	0	14.677
Total expenses	560.241	323.774
Income - Expenses	148.466	15.171

STATEMENT OF FINANCIAL POSITION	2018/€	2017/€
Assets		
Fixed assets	16.607	10.004
Accrued income	11.717	20.000
Prepaid expenses	0	117
Cash and cash equivalents	845.128	330.624
Total assets	873.453	360.745
Net assets		
Reserves	27.438	1.406
Retained income	0	162.395
Continuity reserve	300.000	0
Results for the year		15.171
Total net assets	327.438	177.566
Liabilities		
Provisions	0	25.000
Accounts payable	106.932	23.173
Income recieved in advance	439.083	133.600
Total liabilities	546.014	181.773
Total net assets and liabilities	873.453	360.745

The more data
I collect, the better

What gets measured,
gets managed

What are all these data for ?

How many?
Which ones?

What's the **goal**?

Let's start with a very short

Let's start with a very short

DATA
Data is raw, unorganized facts that need to be processed. Data can be something simple and seemingly random and useless until it is organized

INFORMATION
When data is processed, organized, structured or presented in a given context so as to make it useful, it is called information

Let's start with a very short

DATA
Data is raw, unorganized facts that need to be processed. Data can be something simple and seemingly random and useless until it is organized

INDICATOR
A thing that indicates the state or level of something. A gauge or meter of a specified kind

INFORMATION
When data is processed, organized, structured or presented in a given context so as to make it useful, it is called information

KPI
A metric of performance measurement. An organization may use KPIs to evaluate its success, or to evaluate the success of a particular activity in which it is engaged

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GOAL
The purpose toward which an endeavor is directed. Goals may not be strictly measurable or tangible. With long-term perspective

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KPI
A metric of performance measurement. An organization may use KPIs to evaluate its success, or to evaluate the success of a particular activity in which it is engaged

OBJECTIVE
Something that one's efforts or actions are intended to attain or accomplish; purpose; target. It must be measurable and tangible. With short-term perspective

Let's start with a very short

DATA
Data is raw, unorganized facts that need to be processed. Data can be something simple and seemingly random and useless until it is organized

INDICATOR
A thing that indicates the state or level of something. A gauge or meter of a specified kind

GOAL
The purpose toward which an endeavor is directed. Goals may not be strictly measurable or tangible. With long-term perspective

MISSION
Statement that talks about HOW you will get to where you want to be. Defines the purpose and primary objectives related to your customer needs and team values. It answers the question, "What do we do? What makes us different?"

INFORMATION
When data is processed, organized, structured or presented in a given context so as to make it useful, it is called information

KPI
A metric of performance measurement. An organization may use KPIs to evaluate its success, or to evaluate the success of a particular activity in which it is engaged

OBJECTIVE
Something that one's efforts or actions are intended to attain or accomplish; purpose; target. It must be measurable and tangible. With short-term perspective

VISION
Statement that outlines WHERE you want to be. Communicates both the purpose and values of your business
It answers the question, "Where do we aim to be?"

To sum up...
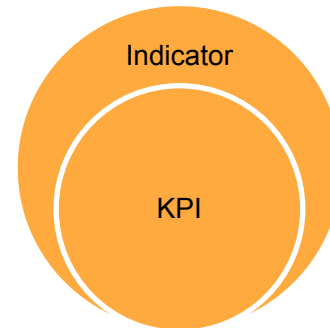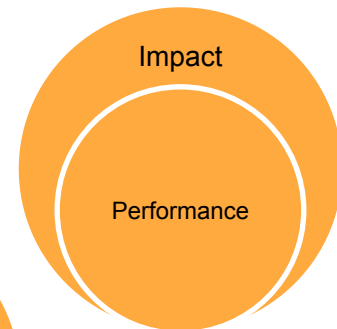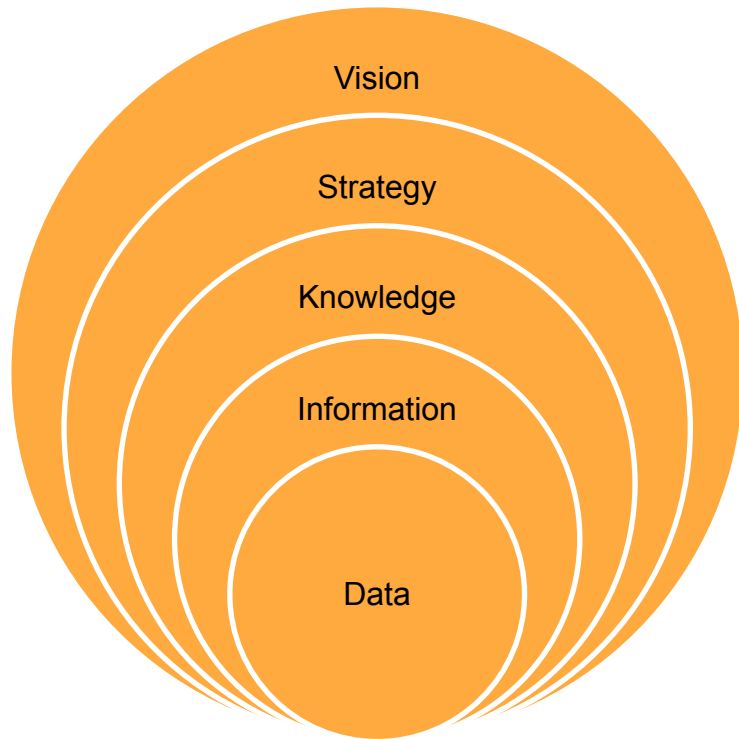
Where do we get knowledge from?
Experience, manuals, training, procedures, from other people…and from **good data**

Two synergic approaches

Quantitative data

✔ They answer questions on the **WHO**, **WHAT**, **HOW MUCH**

✔ They provide an accurate measurement of the phenomenon investigated (eg. level of customer satisfaction, brand awareness, market share, etc.)

✔ They are generally descriptive

✔ The sample is generally extended

✔ Statistical skills are requested

Outputs: numbers, statistics...

Two synergic approaches

Quantitative data

✔ They answer questions on the WHO, WHAT, HOW MUCH

✔ They provide an accurate measurement of the phenomenon investigated (eg. level of customer satisfaction, brand awareness, market share, etc.)

✔ They are generally descriptive

✔ The sample is generally extended

✔ Statistical skills are requested

Outputs: numbers, statistics...

Qualitative data

✔ They answer questions about WHY and HOW

✔ They provide a thorough investigation of a phenomenon or behavior

✔ They are generally explorative

✔ The sample is generally more restricted

✔ Psychological skills are requested

Outputs: images, sentences, opinions, behaviour, reactions...

3. **How** can we produce good information and key knowledge?

Define Business Goals

Define the business goals for data quality improvement

Assess Existing Data State

Assess existing data against multiple quality dimensions

Analyze Results

Analyze the assessment results for gaps with respect to goals

Develop Improvement Plans

Design and develop improvement plans based on prior analysis

Implement Solutions

Implement solutions determined in Improvement stage

Setup Control Process

Verify at periodic intervals that the data is consistent with business goals

Presented by Fabio Fraticelli, Brussels, 4-5 Feb. 2019

http://bigdata.black/training/tutorials/what-is-data-quality/

Set the right goal... and the right data

Data depend first of all on your goals...

Data
N. vehicles, power supply (petrol, diesel, electric, bi-fuel cars)
Socio-demographic data (age groups) of beneficiaries
Socio-demographic data (age groups) of beneficiaries

Set the right goal... and the right data

Data depend first of all on your goals...

Issue	Set the goal	Data
Sustainability, zero waste, zero emissions/CSR	Partnership with Volkswagen	N. vehicles, power supply (petrol, diesel, electric, bi-fuel cars)
Ageing society and poverty of elderly	Opportunities for funding	Socio-demographic data (age groups)
Child poverty	Opportunities for funding	Socio-demographic data (age groups)

Sustainability, zero waste, zero emissions/CSR	Partnership with Volkswagen	N. vehicles, power supply (petrol, diesel, electric, bi-fuel cars)

European Food Banks Federation

24 Full Members

5 Associate Members
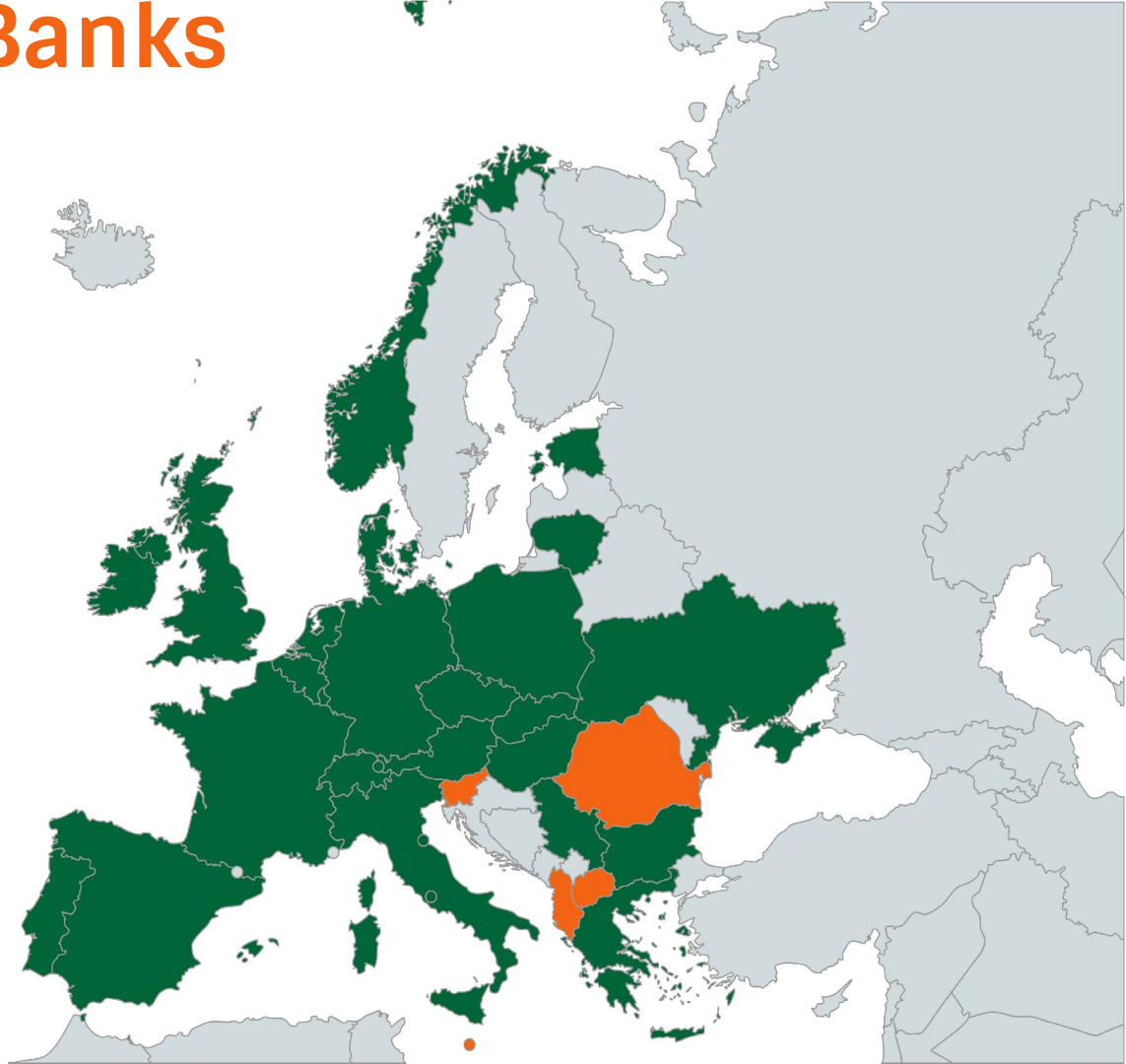
STRATEGY

- We take on responsibility for the environment and society.
- We break new ground.
- WE not me

SUSTAINABILITY COMMITTMENT

European Food Banks Federation
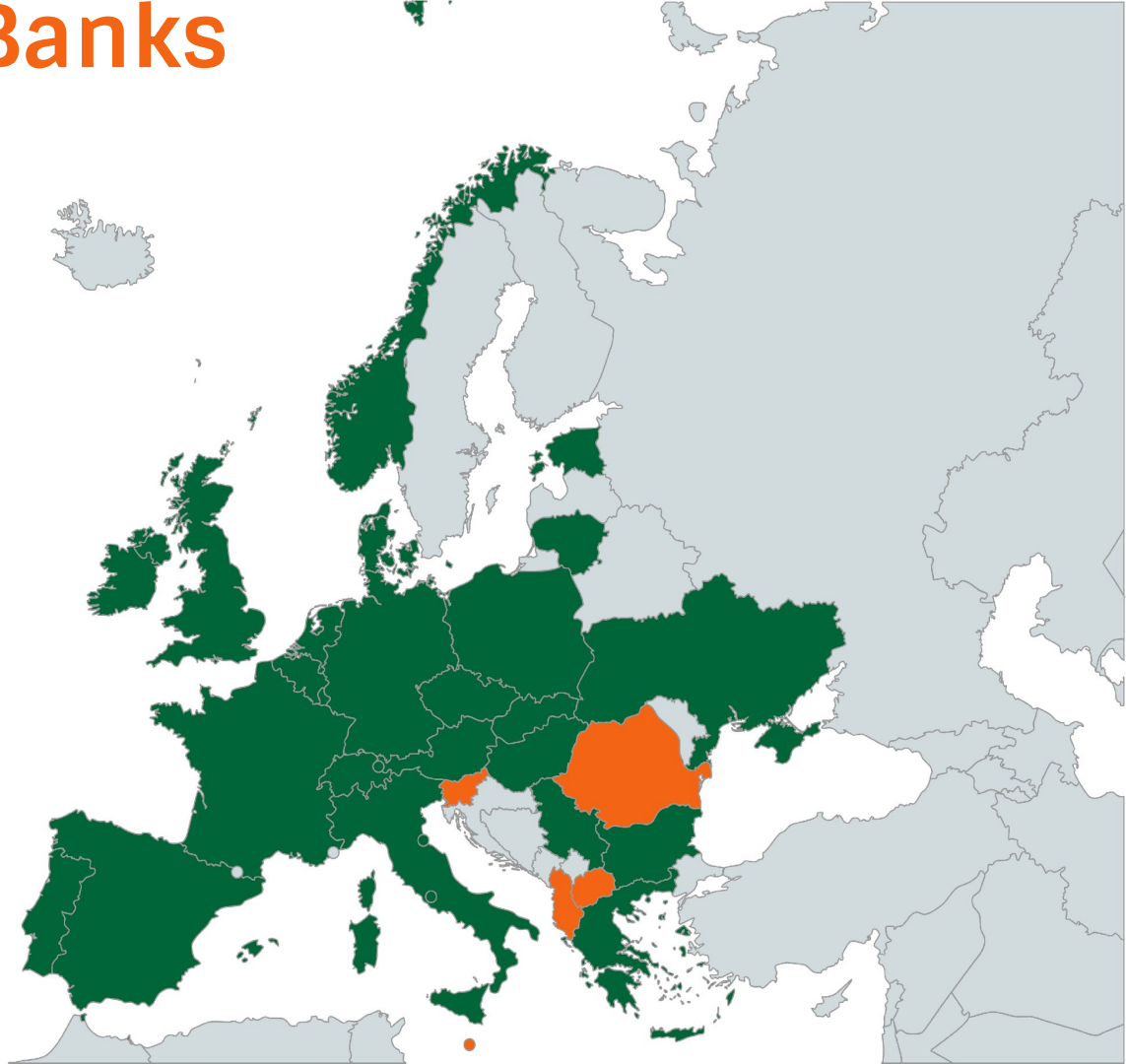
Our fleet in 2019

3,457 vehicles

Innovation In Our Transportation

Our vision

In 2022…

7000 electric vehicles

Our vision

In 2022…

1,000,000 tonnes rescued
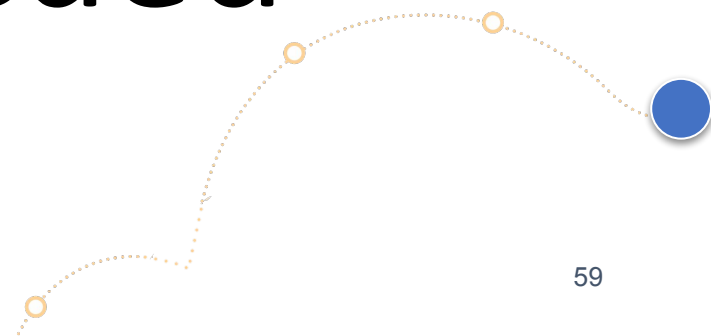
Food and drink material hierarchy

Most preferable option

Prevention
- Waste of raw materials, ingredients and product arising is reduced – measured in overall reduction in waste.
- Redistribution to people.
- Sent to animal feed.

Recycling
- Waste sent to anaerobic digestion; or
- Waste composted.

Recovery
- Incineration of waste with energy recovery.

Disposal
- Waste incinerated without energy recovery.
- Waste sent to landfill.
- Waste ingredient/product going to sewer.

Least preferable option

RAW MATERIALS

DESIGN

PRODUCTION, REMANUFACTURING

RECYCLING

CIRCULAR ECONOMY

DISTRIBUTION

RESIDUAL WASTE

COLLECTION

CONSUMPTION, USE, REUSE, REPAIR

Our impact

In 2018, FEBA membership

Redistributed
781,000 tons

Equivalent to
4.3 million daily meals

through
45,700 charities
↓ assisting

9.3 million deprived people

The FEBA network
421 Food Banks and branches

31,700 co-workers

85% of co-workers are volunteers

Volkswagen

Our new vision

Excited customers

Excellent employer

Sustainable growth

Competitive profitability

Role model for environment, safety and integrity
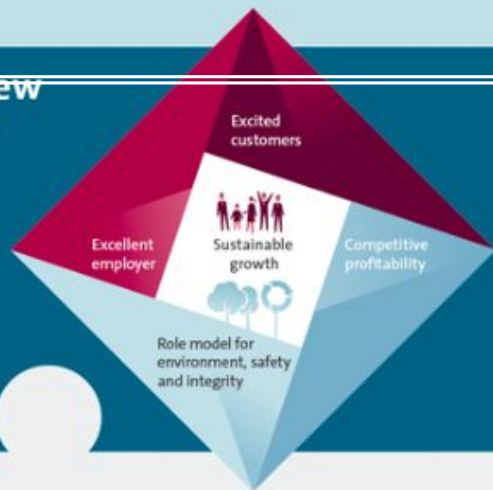
Shaping mobility – for generations to come.

Our updated action plan

Best Governance

Best Performance

Best Brand Equity

Software-enabled car company

Excellent Leadership

Brand and regional strategies

+

+

Functional strategies

Our belief

Values and integrity

Getting good food to good **people**

Volkswagen

- Today we are saying hello
- We would like today to start the conversation

People
(in million person

84.9 milion
people
at risk
of poverty

Share of the total population at risk of poverty or social exclusion by country, 2018 (in %)
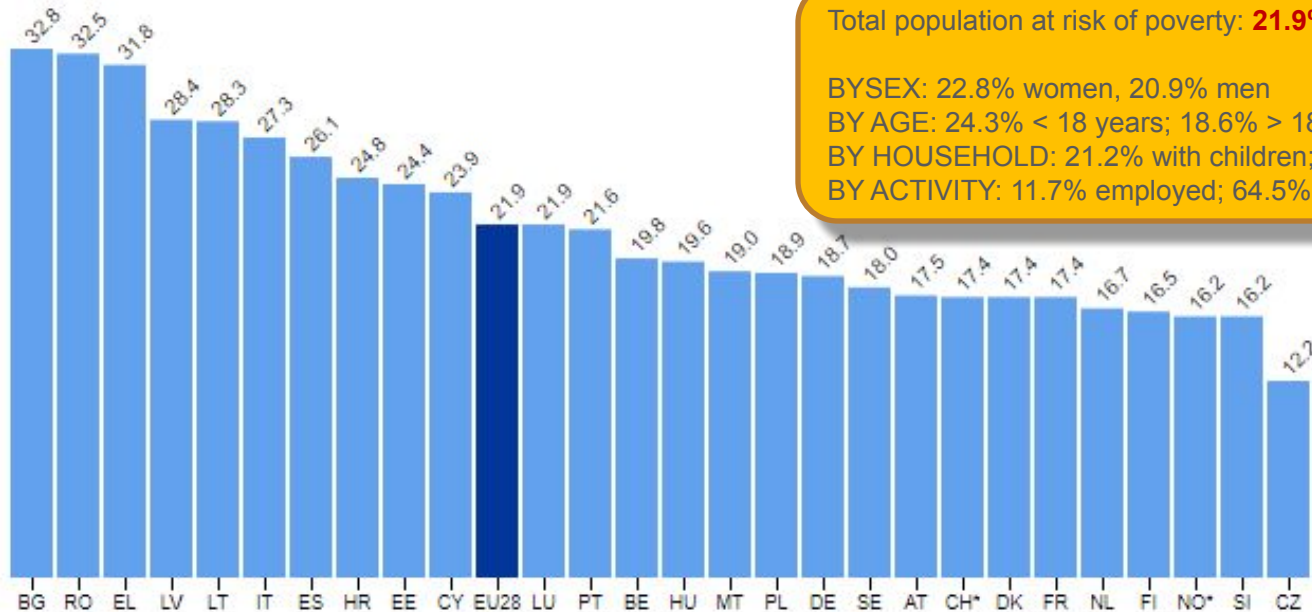
Total population at risk of poverty: **21.9%**

BYSEX: 22.8% women, 20.9% men
BY AGE: 24.3% < 18 years; 18.6% > 18.6%
BY HOUSEHOLD: 21.2% with children; 22.5% without
BY ACTIVITY: 11.7% employed; 64.5% unemployed

Source: Eurostat, EU-Statistics on Income and Living Conditions (EU-SILC)
Data for the EU have been estimated.
EFTA countries (marked with *) do not contribute to EU average.

Eurostat, 2018

Note: 2018 estimated data.
Source: Eurostat (online dat

eurostat

UE population pyramid: baby boomers* are expected to swell the number of elderly by 2060, while the working-age population (ages 15-64) is expected to narrow considerably.
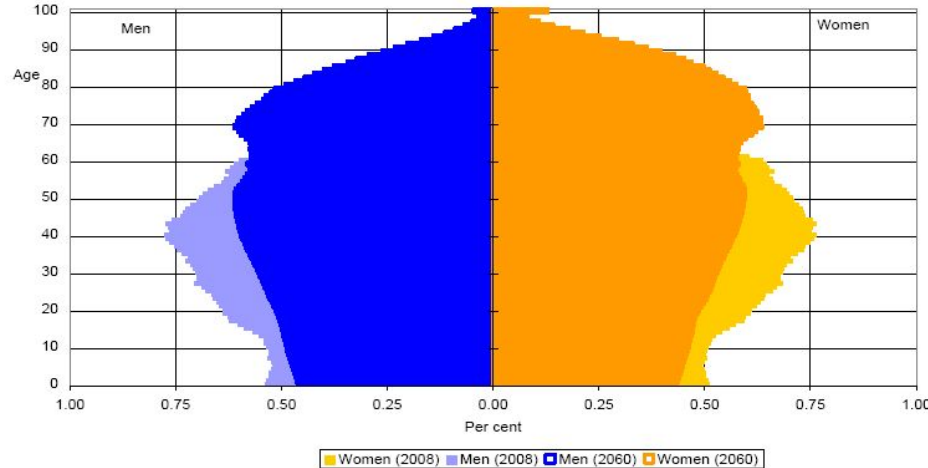
Source: Eurostat, EUROPOP2008 convergence scenario

AGEING SOCIETY
Population pyramids, 1980-2040
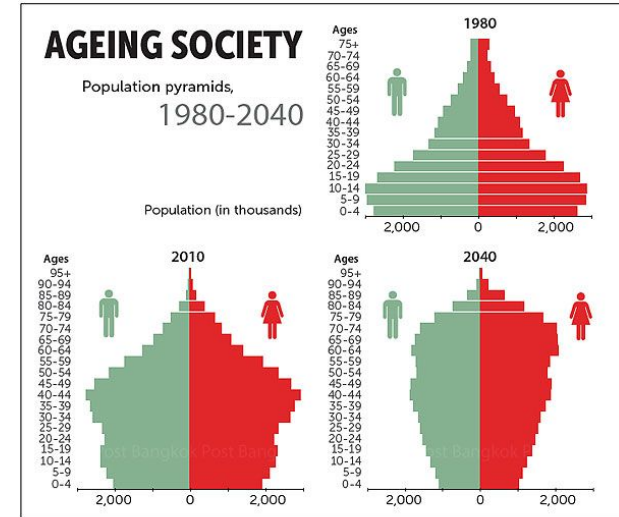
*Born in the years following the Second World War, between 1944 and 1964, when there was a temporary marked increase in the birth rate. Currently aged between 55-75 years old

(ER) Employment ratio vs. (AROP) At-risk-of-poverty ratio for older people (2013)

ER of people aged 55-64 relative to ER of people aged 20-64

higher ER & lower AROP

higher ER & higher AROP

lower ER & lower AROP

lower ER & higher AROP

AROP of people aged 65+ relative to AROP of the all population
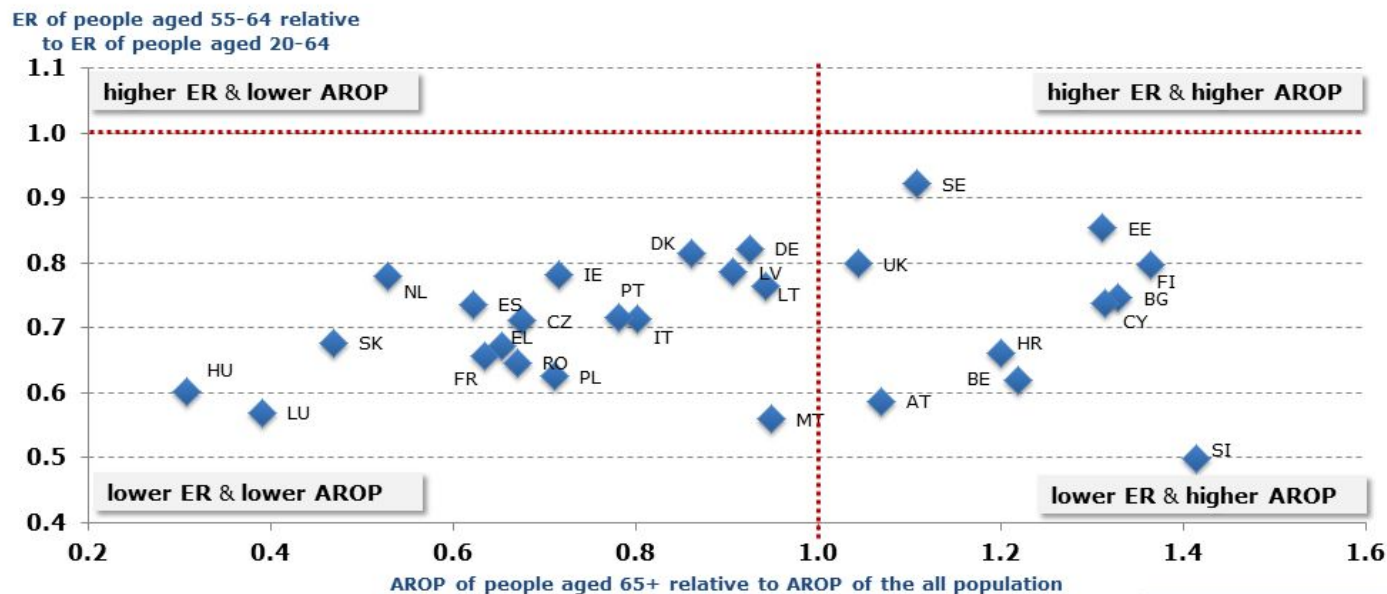
Source: Eurostat, LFS and EU-SILC

#evidenceinfocus

More than 1 in 4 children (26.9%) aged 0-17 were at risk of poverty or social exclusion in the EU in 2015. Rates ranged from below 14% in Norway to almost 47% in Romania (Eurostat, 2015)

Child population at risk of poverty *(2015, percent)*

Country	Percent
Romania	46.8
Bulgaria	43.7
Serbia	41.8
Greece	37.8
Hungary	36.1
Spain	34.4
Italy	33.5
Lithuania	32.7
Latvia	31.3
Ireland	30.3
UK	30.3
Portugal	29.6
Cyprus	28.9
Croatia	28.2
Malta	28.2
EU 28	26.9
Poland	26.6
Slovakia	24.9
Belgium	23.3
Luxembourg	23.0
Estonia	22.5
Austria	22.3
France	21.2
Czech Rep.	18.5
Germany	18.5
Switzerland	17.3
Netherlands	16.8
Slovenia	16.6
Denmark	15.7
Finland	14.9
Iceland	14.6
Sweden	14.0
Norway	13.7

Largest increases since 2010

Greece	9.1%
Cyprus	7.1%
Italy	4.0%

*Most recent year with full data set

How to measure food donation in terms of economic, environmental, nutritional and social impact?

GOAL

OBJECTIVES & ACTIONS

METRICS

12.3 Global food loss & waste

Running capabilities (vertical axis)

Phase 0	Phase 1	Phase 2	Phase 3	Phase 4	
??	What?	Why?	What could?	Assisted Decision	Automated Decision

Historical & Real Time Data

Machine Learning/Cognitive Systems, etc...

Real time BI, Social BI, Business Process Management

Data Mining, Predictive Analytics, Bus Performance Management

Historical Data

Complexity of Data/Processes

Database: A logical collection of information that is interrelated and that is managed and stored as a unit, for example in the same computer file

Data set: Any organized collection of data

Data source : Data collected on a regular basis aggregated and/or used in the compilation and production of official statistics (e.g. survey)

Data analysis: the process of transforming raw data into usable information

Data mining: examining large pre-existing databases in order to generate new information

OECD definitions

73

4. **For whom** are we measuring?

Different **stakeholders**

Different **informative needs**

Different **data** to provide

Different **stories** to tell

"The **numbers** have no way of speaking for themselves. We speak for them. We ...eaning."

...an in the ...*the Noise*

The way data are aggregated and distributed will be discussed in a dedicated session in one of our **next meetings**:
(data collection, data mining, aggregated data, storytelling)

Agenda

I hope that now it makes more sense...
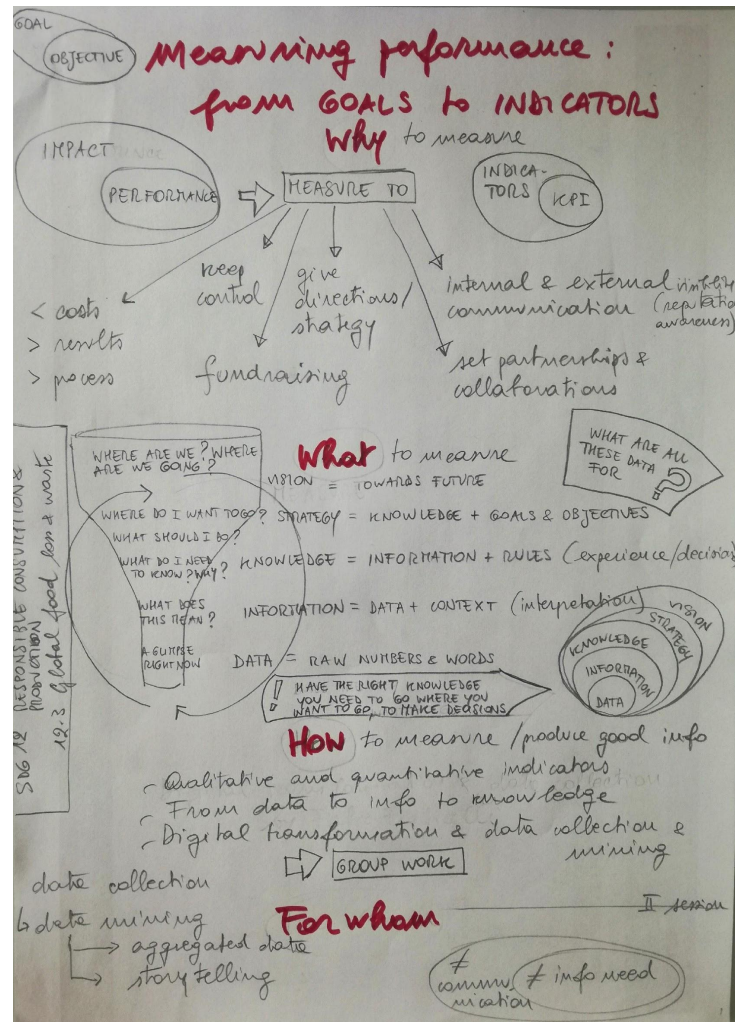
coffee break

1.3

Digital transformation and data collection

Fabio Fraticelli, COO, TechSoup Italia

77

We talk about data…

… and I think about this:
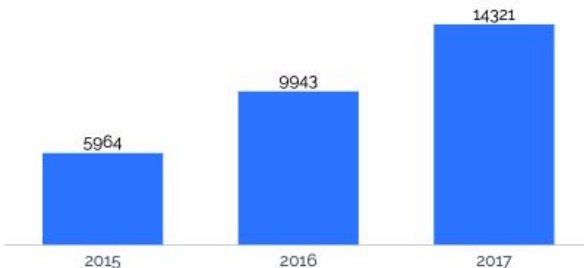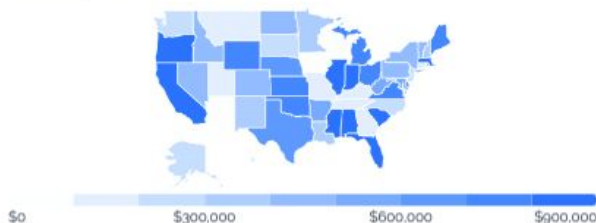
We talk about data...

... or this:
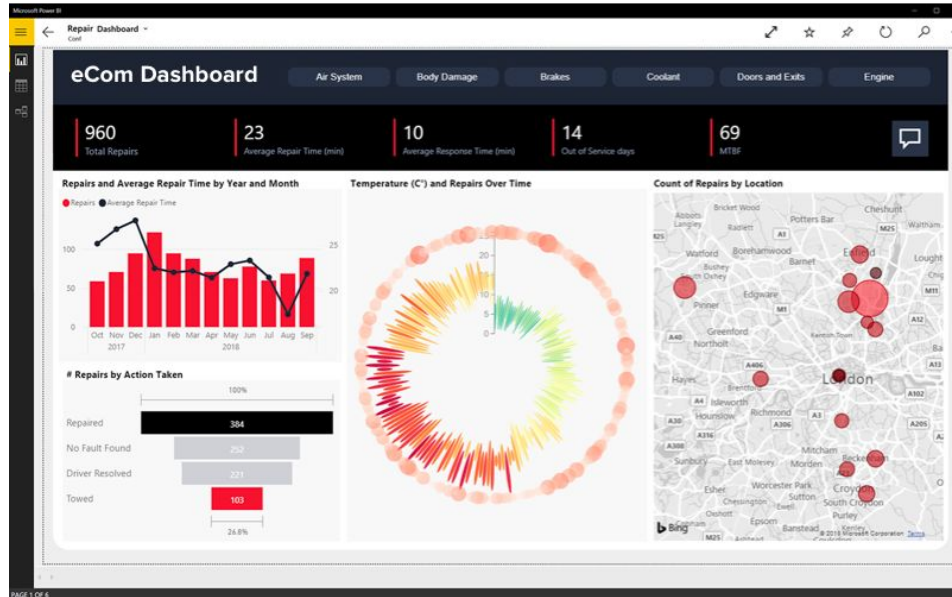
We talk about data...

... or even this:

We talk about data...

... or even this:

	#	Name	Type	Collation	Attributes	Null	Default	Extra	Action		
☐	1	**soid**	int(6)			No	*None*		🖉 Change	✗ Drop	🔑 Primary ▾ More
☐	2	**dept**	text	latin1_swedish_ci		No	*None*		🖉 Change	✗ Drop	🔑 Primary ▾ More
☐	3	**samplerecived**	timestamp			No	CURRENT_TIMESTAMP		🖉 Change	✗ Drop	🔑 Primary ▾ More
☐	4	**molbioextraction**	timestamp			Yes	CURRENT_TIMESTAMP		🖉 Change	✗ Drop	🔑 Primary ▾ More
☐	5	**molbioextractionqc**	datetime			Yes	CURRENT_TIMESTAMP		🖉 Change	✗ Drop	🔑 Primary ▾ More
☐	6	**libraryprep**	datetime			Yes	CURRENT_TIMESTAMP		🖉 Change	✗ Drop	🔑 Primary ▾ More
☐	7	**libraryqc**	datetime			No	CURRENT_TIMESTAMP		🖉 Change	✗ Drop	🔑 Primary ▾ More
☐	8	**sequencing**	datetime			No	CURRENT_TIMESTAMP		🖉 Change	✗ Drop	🔑 Primary ▾ More
☐	9	**resequencing**	datetime			No	CURRENT_TIMESTAMP		🖉 Change	✗ Drop	🔑 Primary ▾ More
☐	10	**datacheck**	datetime			No	CURRENT_TIMESTAMP		🖉 Change	✗ Drop	🔑 Primary ▾ More
☐	11	**qccheck**	datetime			No	CURRENT_TIMESTAMP		🖉 Change	✗ Drop	🔑 Primary ▾ More
☐	12	**analysisstarted**	timestamp			No	CURRENT_TIMESTAMP		🖉 Change	✗ Drop	🔑 Primary ▾ More
☐	13	**analysiscompleted**	timestamp			No	CURRENT_TIMESTAMP		🖉 Change	✗ Drop	🔑 Primary ▾ More
☐	14	**report**	timestamp			No	CURRENT_TIMESTAMP		🖉 Change	✗ Drop	🔑 Primary ▾ More
☐	15	**outbound**	timestamp			No	CURRENT_TIMESTAMP		🖉 Change	✗ Drop	🔑 Primary ▾ More

Our vision about data

A DATA COLLECTION PLATFORM TO DO DATA VISUAL STORYTELLING
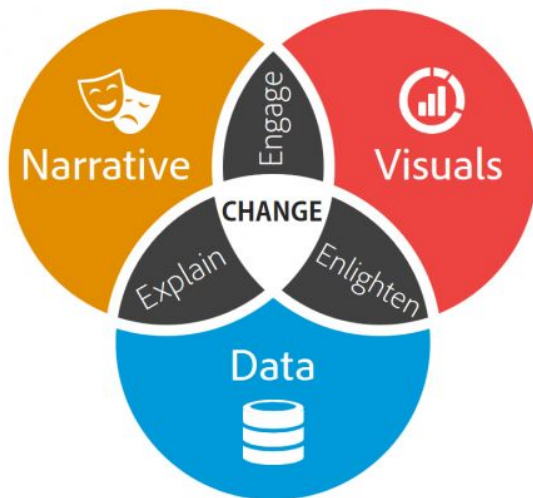
WELCOME TO ONLINE OBSERVATORY!
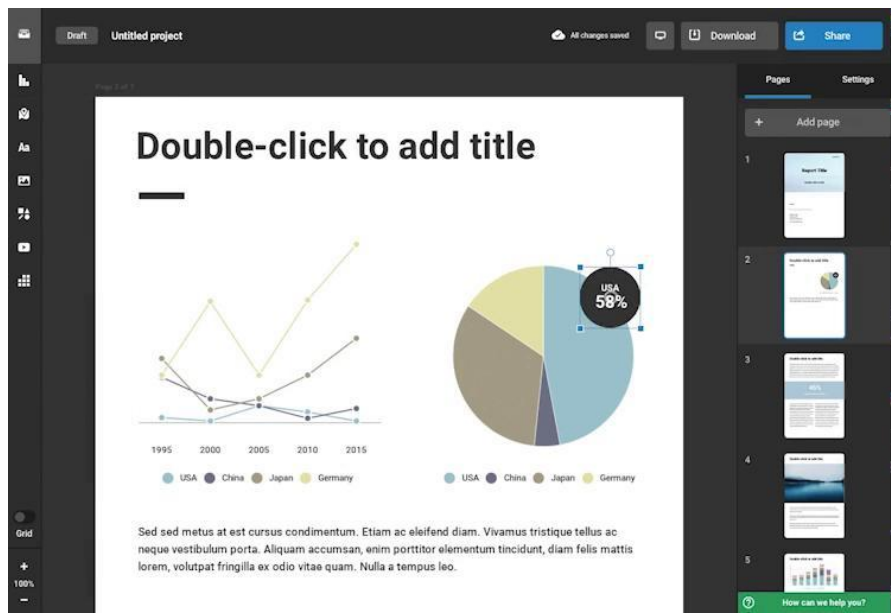
We talk about data…

… and I think about

CHANGE

TECHNOLOGY THAT ENHANCES ~~DATA COLLECTION, MINING, VISUALIZATION~~

Isn't cool?!

A cultural / technical issue

Digital transformation

A set of changes:
technological, cultural, organisational, social, creative and managerial changes. (Wikipedia, 2018)
EVEN WHEN WE TALK ABOUT DATA COLLECTION!

Cultural issue

Understaffed organizations = focus on "core" activities

Cultural issue

Tech as de-humanizing factor

Technical issue

Data availability/reliability is a matter of concern
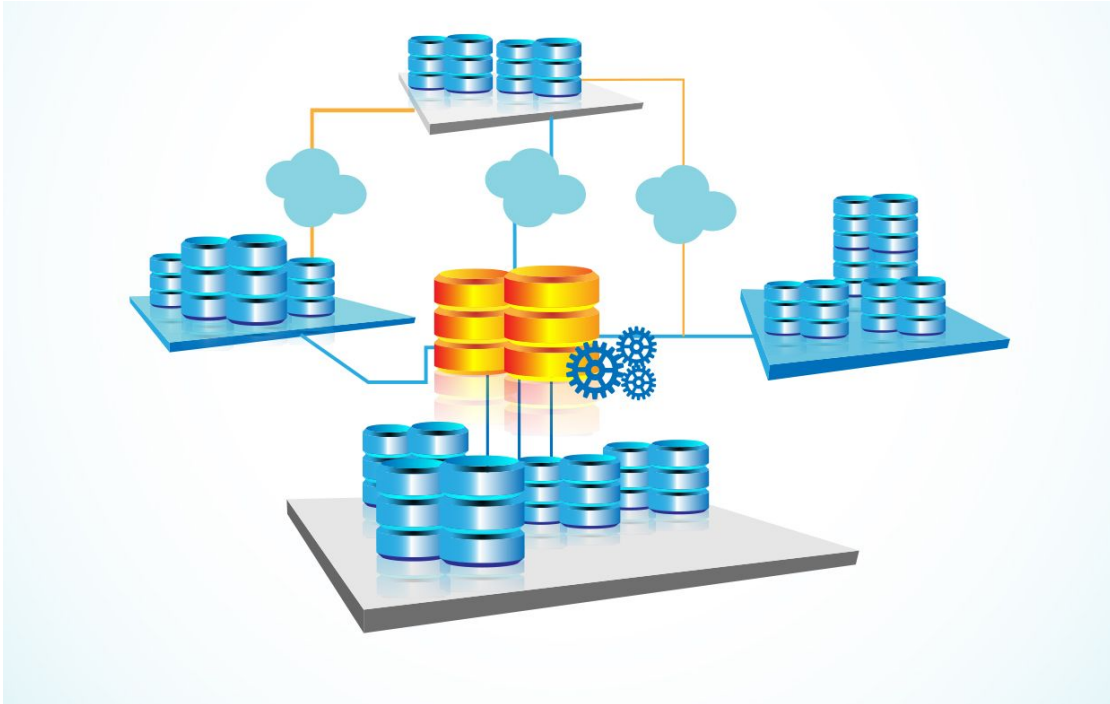
Technical issue

Digital divide is (still) a fact
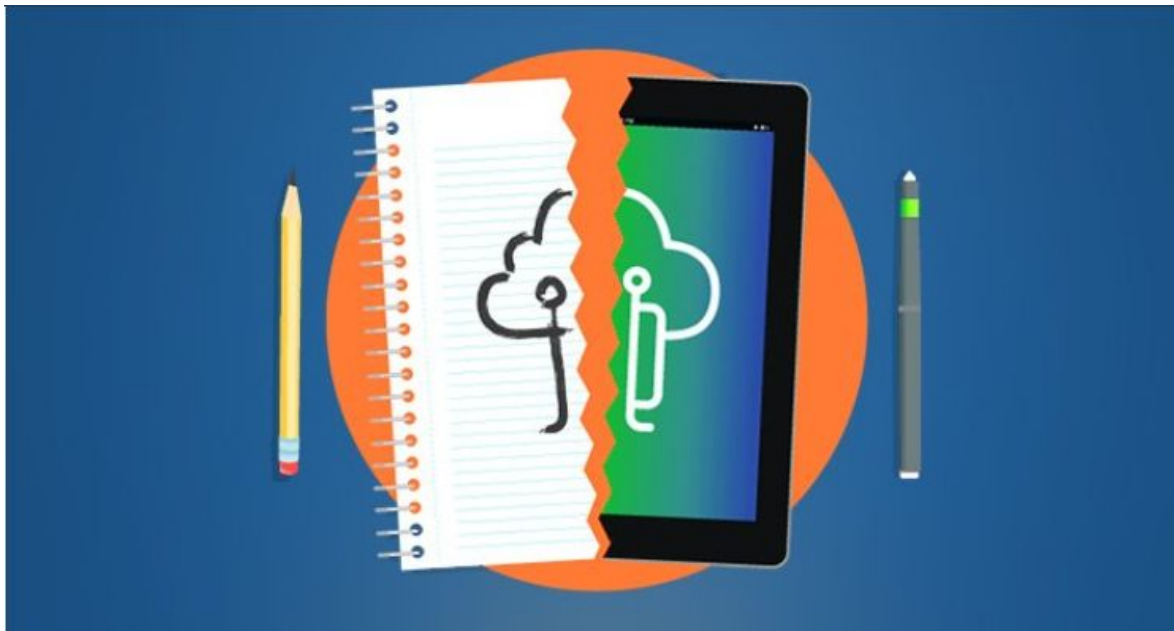
How can we **overcome** the **cultural/technical issues** related to the digital transformation required to **adopt a platform** for data collection and visual storytelling?

Technology Acceptance Model

Technology Acceptance Model

(mainly) Cultural Issue

External Variables

Perceived Usefulness (U)

Perceived Ease of Use (E)

Attitude Toward Using (A)

Behavioral Intention to Use (BI)

Actual System Use
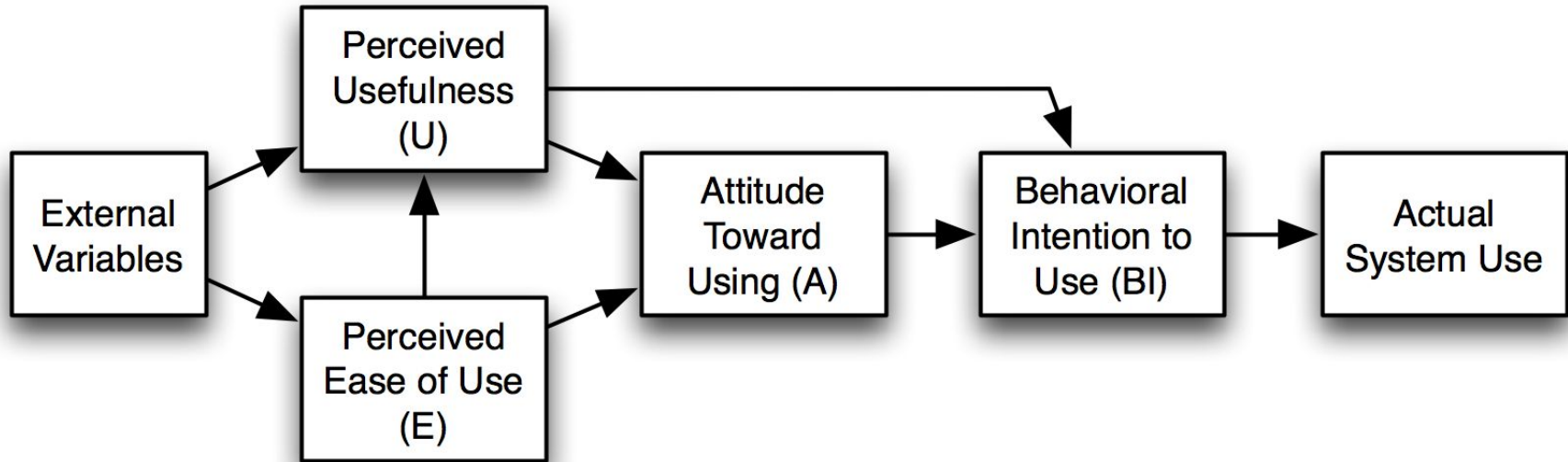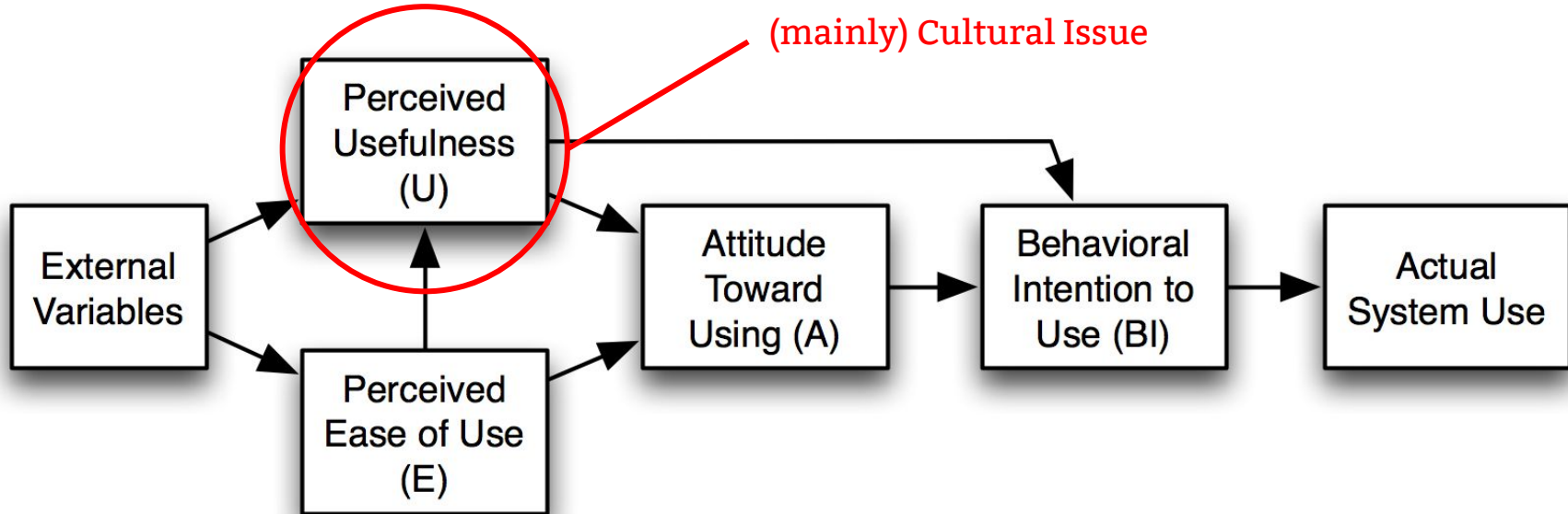
Perceived usefulness (cultural issue)

What utility do I get from using this platform?

1. Efficiency

Make the yearly data collection more:

- efficient
- reliable
- detailed

2. Engagement through reporting
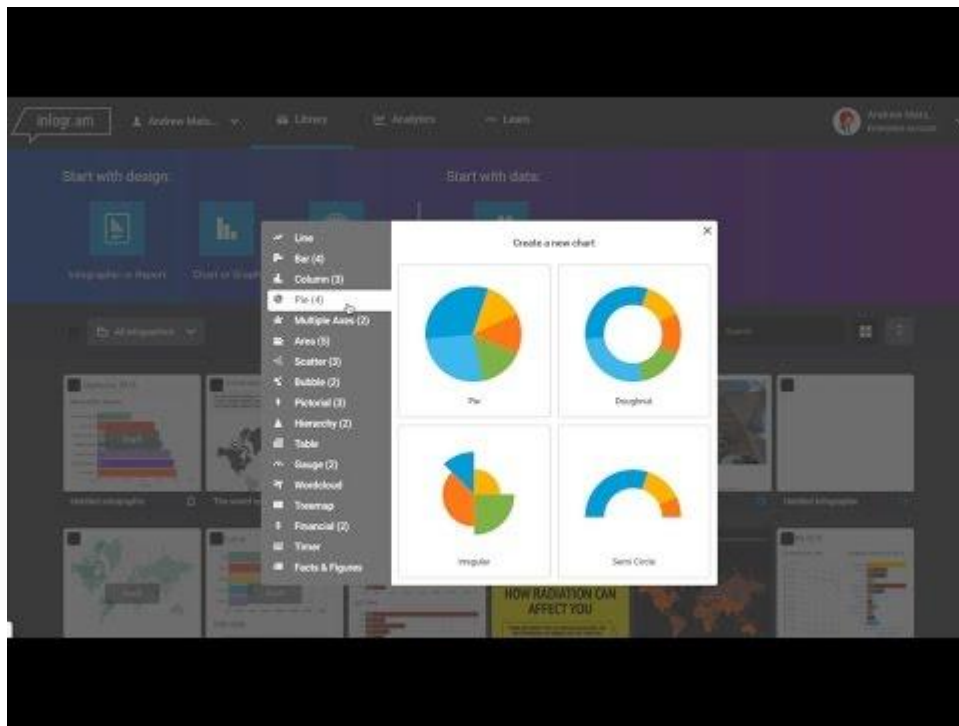
Simple and effective report creation and sharing:

- internally
- publicly
- privately (via secret link)

Technology Acceptance Model

Diagram: External Variables → Perceived Usefulness (U) and Perceived Ease of Use (E) → Attitude Toward Using (A) → Behavioral Intention to Use (BI) → Actual System Use. Perceived Ease of Use (E) is circled in red and labeled "(mainly) Technical Issue".
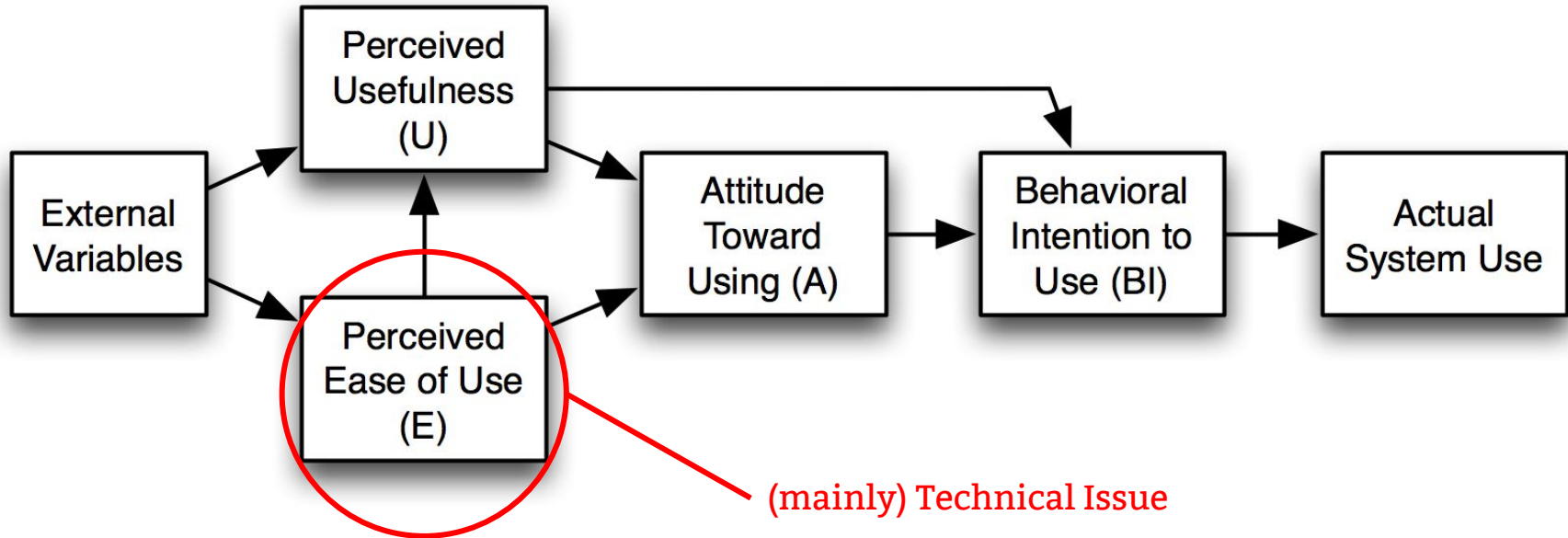
Perceived ease of use (technical issue)

How much effort will require this platform to be used?

1. Clean and friendly design
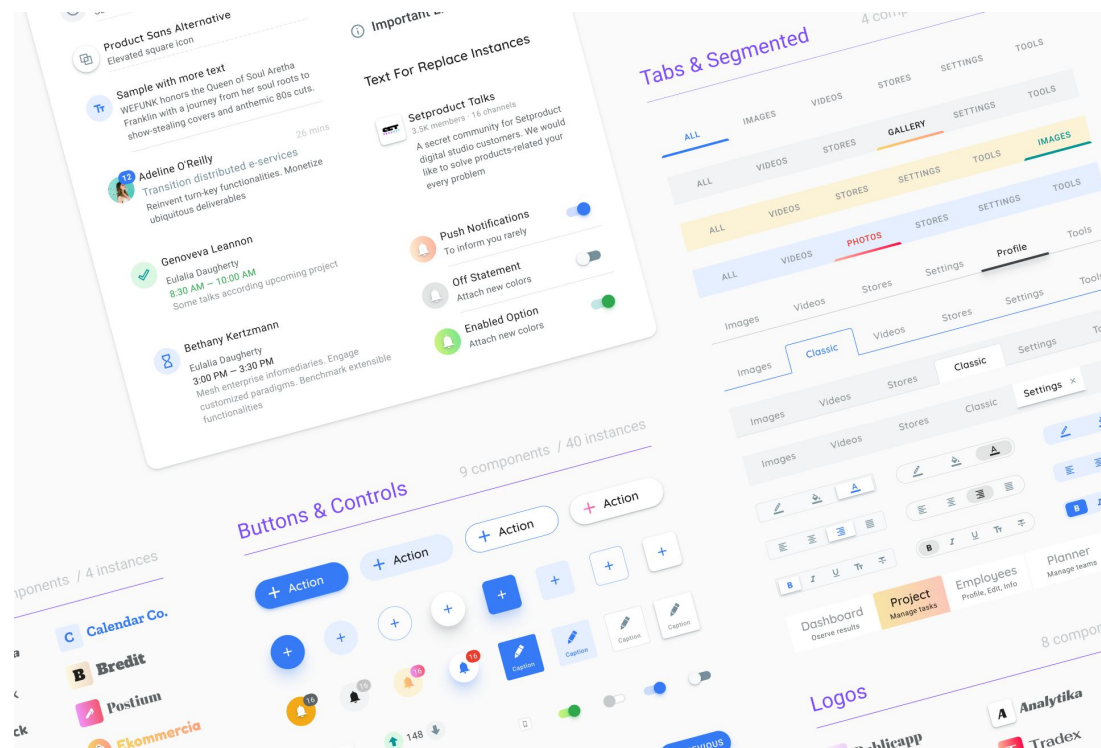
The platform will be "zero-training":

- intuitive interface
- inline help

2. Fully-responsive

Data collection and Reports will be accessible from any device.

3. Multi-language

The whole platform will be available in the language of the foodbank country.

4. (NEXT to COME) Integration
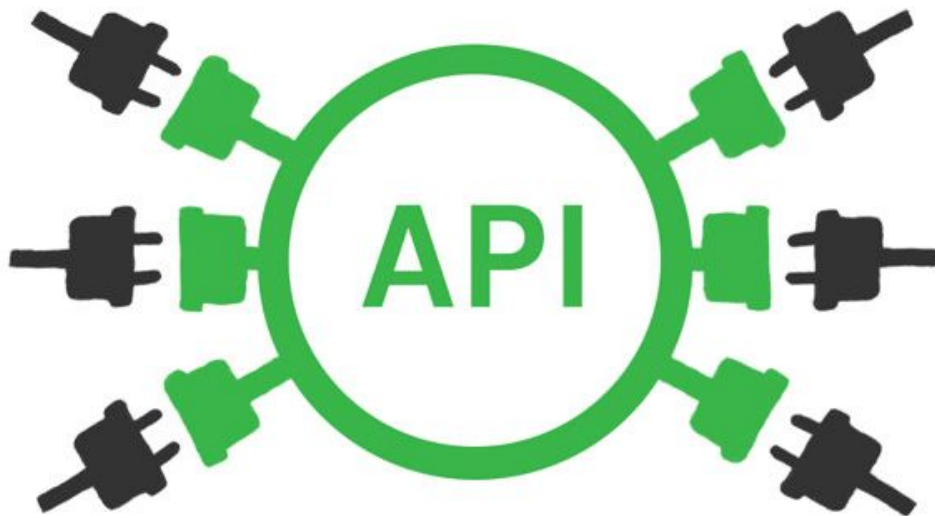
After a pilot period (probably with manual entry), we can evaluate integration with existing systems (through APIs).

The platform will be developed with an "api-first" approach in mind.
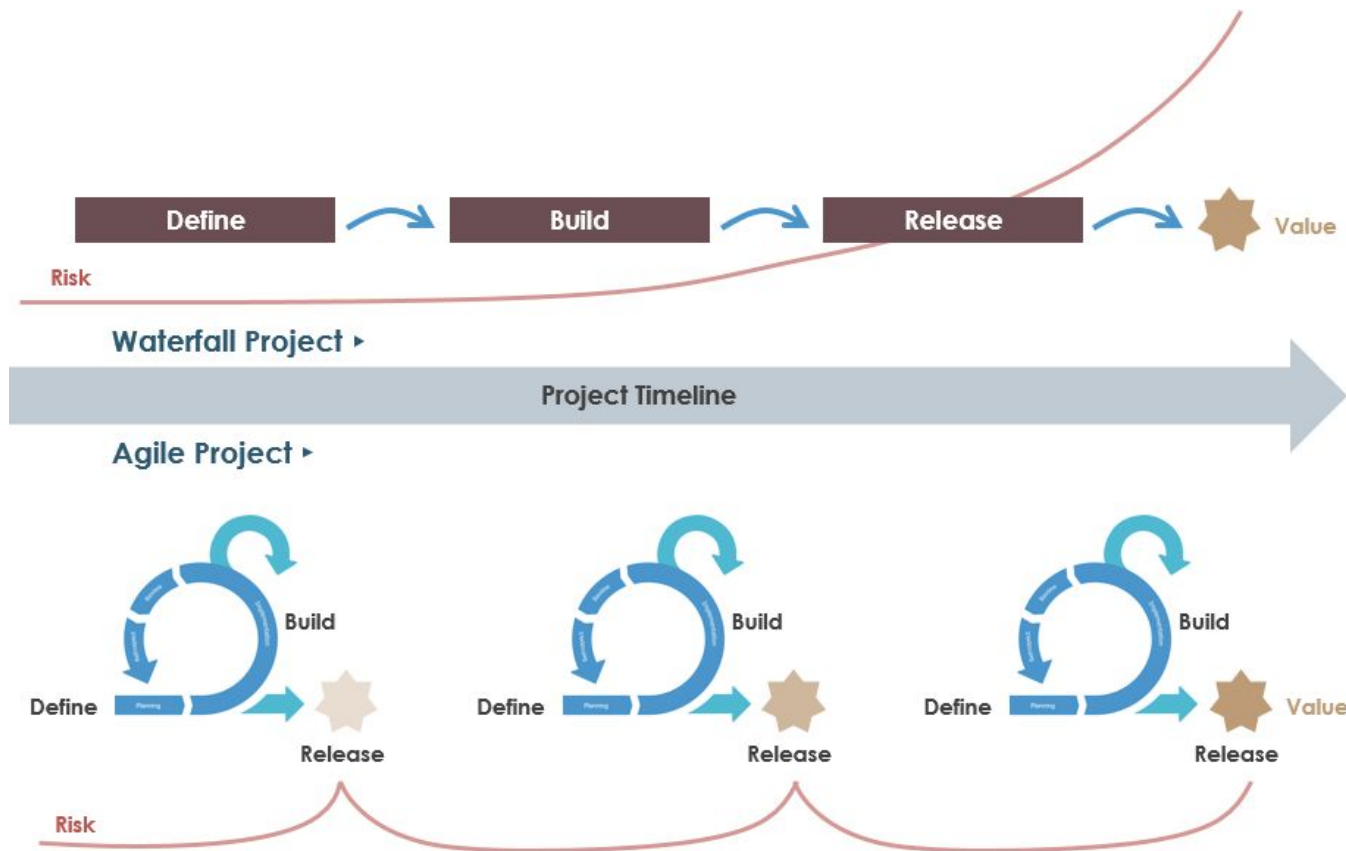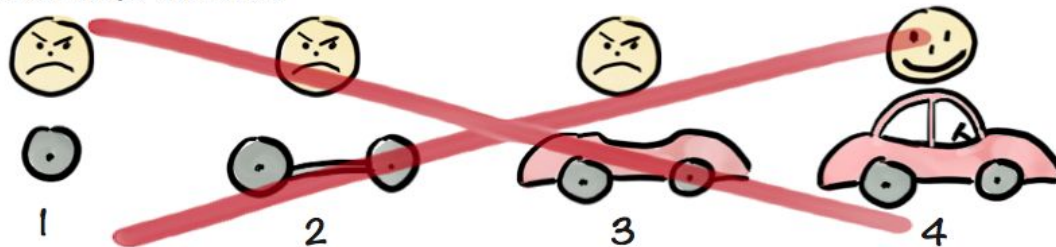
How will we reach full IT-Acceptance?

Option 1

Option 2

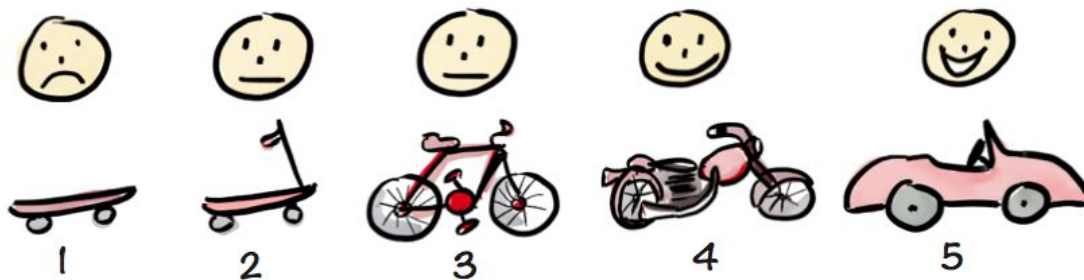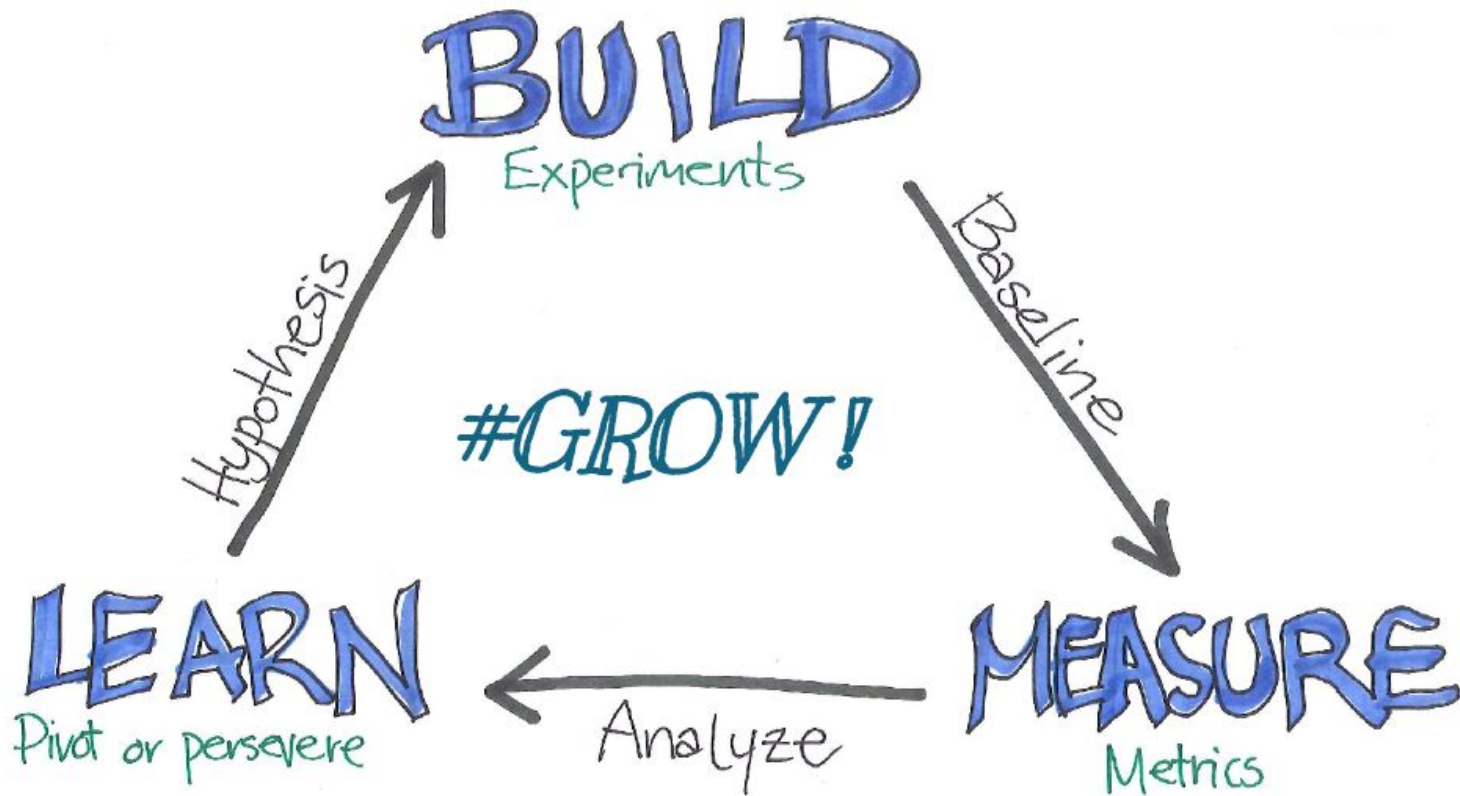Through an appropriate project management approach for software development and adoption.
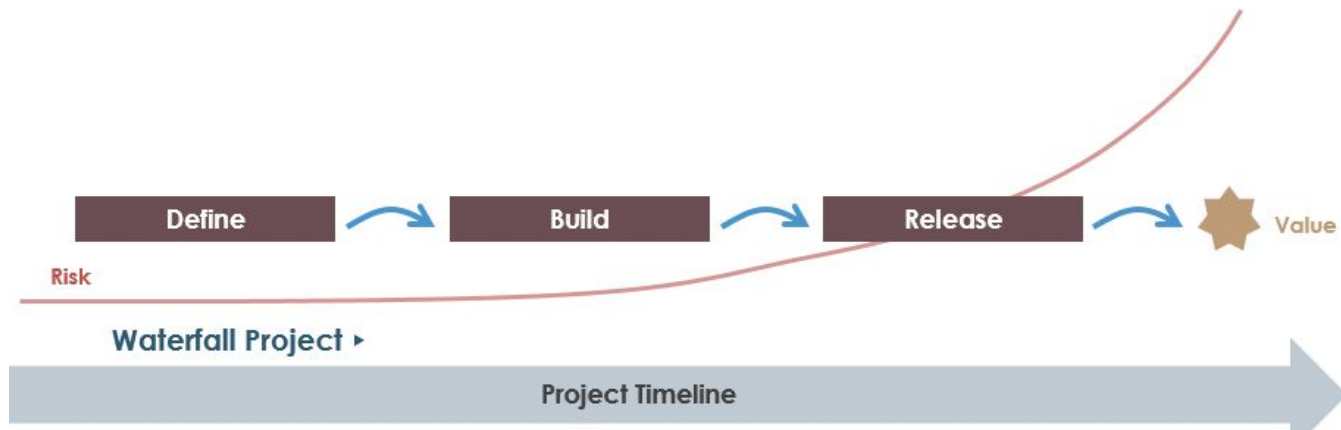
Define → Build → Release → Value

Risk

Waterfall Project ►

Project Timeline

Not like this....
1 2 3 4

Like this!
1 2 3 4 5

Henrik Kniberg

innovation is
seeing what
everybody has
seen and
thinking what
nobody has
thought.

Albert Szent-Györgyi

1.4

Working in Groups

The project has got 3 milestones

M1 — Definition of common KPIs, dataset structure and data collection strategies

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M2 — Development of the Observatory on food donation

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M1 — Definition of common KPIs, dataset structure and data collection strategies

M2 — Development of the Observatory on food donation

M3 — Promotion and dissemination of the Observatory on food donation

Group work

Important KPIs used

Set the goals, think about the indicators for each area…

Impact area	Types of impact	KPIs	Frequency	Measurement method	Notes/comments
Economic					
Environmental					
Nutritional					
Social					

1.5

Next steps
Wrap-up & closing remarks

Laura Gavinelli, Fabio Fraicelli & Angela Frigo

Evaluation form

https://www.surveymonkey.com/r/T5HVTN2

THANK YOU!