THE FUTURE OF FOOD BANKS IN EUROPE

Quantifying the Impact of European Food Banks

From Farm to Fork

2 MARCH / 2020
BRUSSELS

Kick-off Meeting
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!
Welcome & Introduction

Angela Frigo, Secretary General
FEBA
“The Future of Food Banks in Europe. Preparing the 20’s”
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 economic, environmental, nutritional and social benefits 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
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*
✔ 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?

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?**

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:
Having the **right knowledge**, let you go where you want to go, make the right decisions, take the right actions.
The point is...

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

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

Know-how
Capability

**Nick Milton** is a Knowledge Management Guide, Coach, Mentor and Practitioner.
Director of Knoco Ltd
Data are only the beginning of the story...

**DATA** = raw numbers and words, simple and objective facts
Data are only the beginning of the story...

**INFORMATION** = data + context (interpretation)

**DATA** = raw numbers and words, simple and objective facts

What does this mean?

A glimpse right now
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

Data are only the beginning of the story...

What do we need to know? Why?

What does this mean?

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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
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VISION = where we aim to be

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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

GLOBAL ANALYSIS - 2017 with 2016 COMPARISON

1. FOOD BANKS

- Number of registered food banks
- Number of satellites/branch/offices
- Number of warehouses

2. CHARITIES SERVED & END BENEFICIARIES

- Number of charities served
- Number of beneficiaries
  - of which children 0-17 years

* Please, specify how this number is calculated:
  - Weekly, monthly or quarterly average
  - At year end
  - Other: "...

3. FOOD COLLECTED & DELIVERED

- 2016 COLLECTED | 2017 COLLECTED
- 2016 DELIVERED | 2017 DELIVERED

FEBA Statistics Form (1/year)
Toward the next decade together. FEBA Annual Report, 2018: pp. 3; 4; 16

Impact

- 781,000 tons redistributed
- Equivalent to 4.3 million daily meals
- 45,700 charities assisted
- 31,700 co-workers
- 9.3 million deprived people

Financials

- Sources of food recovered by Food Banks:
  - EU and national withdrawn produce: 6%
  - Food collections: 7%
  - Recovery of surplus food: 66%
  - 21% funds for European Aid to the Most Deprived

- STTATEMENT OF INCOME AND EXPENSES 2018/€ 2017/€
  - Income
    - Membership fees: 83,780 70,502
    - Donations from Individuals: 30,204 13,958
    - Donations from Corporates and Foundations: 432,967 253,594
    - EU Subsidies: 348,679 0
    - Other revenues: 72,828 899
  - Total Income: 709,708 338,945
  - Expenses
    - Network support activities: 225,575 241,004
    - General & Administrative: 234,734 18,093
    - Fund development: 0 14,677
  - Total expenses: 460,346 323,794
  - Income - Expenses: 249,362 15,151

- STATEMENT OF FINANCIAL POSITION 2018/€ 2017/€
  - Assets
    - Fixed assets: 34,407 10,094
    - Accounted income: 31,717 20,000
    - Prepaid expenses: 0 317
    - Cash and cash equivalents: 845,528 330,624
  - Total assets: 973,653 360,745
  - Net assets
    - Reserves: 27,438 3,406
    - Retained income: 0 162,295
    - Contingency reserve: 300,000 0
  - Results for the year: 15,151
  - Total net assets: 327,638 177,564

- Liabilities
  - Provisions: 0 25,000
  - Accounts payable: 106,902 21,173
  - Income received in advance: 439,081 173,610
  - Total liabilities: 546,084 191,773
  - Total net assets and liabilities: 426,569 169,781
What gets measured, gets managed

The more data I collect, the better
What are all these data for?
The EU symbols
How many?
Which ones?
What's the goal?
Let’s start with a very short
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**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

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

**INFORMATION**
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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

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

**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

**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.

**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?”
Let’s start with a very short overview:

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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 (e.g. 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

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<th>Qualitative data</th>
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<tbody>
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<td>✔ They answer questions about <strong>WHY</strong> and <strong>HOW</strong></td>
</tr>
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<td>✔ They provide an accurate measurement of the phenomenon investigated (eg. level of customer satisfaction, brand awareness, market share, etc.)</td>
<td>✔ They provide a thorough investigation of a phenomenon or behavior</td>
</tr>
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<td>✔ They are generally descriptive</td>
<td>✔ They are generally explorative</td>
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<tr>
<td>✔ The sample is generally extended</td>
<td>✔ The sample is generally more restricted</td>
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**Outputs**: numbers, statistics...

**Outputs**: images, sentences, opinions, behaviour, reactions...
3. How can we produce good information and key knowledge?

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...

<table>
<thead>
<tr>
<th>Data</th>
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<tbody>
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<td>N. vehicles, power supply (petrol, diesel, electric, bi-fuel cars)</td>
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Data depend first of all on your goals...

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<th>Issue</th>
<th>Set the goal</th>
<th>Data</th>
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<tbody>
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<td>Partnership with Volkswagen</td>
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</tr>
<tr>
<td>Ageing society and poverty of elderly</td>
<td>Opportunities for funding</td>
<td>Socio-demographic data (age groups)</td>
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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 COMMITMENT
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
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 includes 421 food banks and branches, with 31,700 co-workers, of whom 85% are volunteers.
Shaping mobility – for generations to come.

Our updated action plan

Brand and regional strategies

Best Governance
Best Performance
Best Brand Equity
Software-enabled car company
Excellent Leadership

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
Zero Waste,
Zero Emissions
| Ageing society | Opportunities for funding | Socio-demographic data |
The image contains a bar chart titled "Share of the total population at risk of poverty or social exclusion by country, 2018 (in %)". The chart illustrates the percentage of the total population at risk of poverty across different countries in the EU. The data is sourced from Eurostat, 2018.

Key findings include:
- **Total population at risk of poverty**: 21.9%
- **By sex**: 22.8% women, 20.9% men
- **By age**: 24.3% < 18 years, 18.6% > 18.6 years
- **By household**: 21.2% with children, 22.5% without
- **By activity**: 11.7% employed, 64.5% unemployed

Note: The data is sourced from Eurostat and the chart includes estimated data for the EU, with EFTA countries marked with an asterisk (*) and not contributing to the EU average.
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.

*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)

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)
How to measure food donation in terms of economic, environmental, nutritional and social impact?
**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*
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 imbue them with meaning."

Nate Silver, Statistician in the book *The Signal and 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...
1.3

Digital transformation and data collection

Fabio Fraticelli, COO, TechSoup Italia
We talk about data...

... and I think about this:

- **Total Donations**: $8.6M (15% vs last year)
- **Number of Volunteers**: 14,321 (32% vs last year)

Donation by state:

- **2015**: $5964
- **2016**: $9943
- **2017**: $14321

**Most Popular Causes**
- Children and young people
- Medical research
- Education
- Environment
We talk about data...

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

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

... or even this:
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

Perceived Usefulness (U)

External Variables

Perceived Ease of Use (E)

Attitude Toward Using (A)

Behavioral Intention to Use (BI)

Actual System Use

(mainly) Cultural Issue
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

Perceived Usefulness (U)

External Variables

Perceived Ease of Use (E)

Attitude Toward Using (A)

Behavioral Intention to Use (BI)

Actual System Use

(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.
Not like this....

Like this!

Henrik Kniberg
#GROW!

BUILD
Experiments

Hypothesis

LEARN
Pivot or persevere

Baseline

MEASURE
Analyze
Metrics
PROJECT SUCCESS RATES

AGILE VS WATERFALL

<table>
<thead>
<tr>
<th>METHOD</th>
<th>SUCCESSFUL</th>
<th>CHALLENGED</th>
<th>FAILED</th>
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</thead>
<tbody>
<tr>
<td>AGILE</td>
<td>42%</td>
<td>50%</td>
<td>8%</td>
</tr>
<tr>
<td>WATERFALL</td>
<td>26%</td>
<td>53%</td>
<td>21%</td>
</tr>
</tbody>
</table>

WWW.VITALITYCHICAGO.COM
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
The project has got 3 milestones

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

M2: Development of the Observatory on food donation
The project has got 3 milestones

1. **M1** Definition of common **KPIs**, dataset structure and data collection strategies
2. **M2** Development of the **Observatory** on food donation
3. **M3** Promotion and **dissemination** of the Observatory on food donation
## Important KPIs used

Set the **goals**, think about the **indicators** for each **area**...

<table>
<thead>
<tr>
<th>Impact area</th>
<th>Types of impact</th>
<th>KPIs</th>
<th>Frequency</th>
<th>Measurement method</th>
<th>Notes/comments</th>
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</thead>
<tbody>
<tr>
<td>Economic</td>
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<td>Environmental</td>
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<td>Nutritional</td>
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<td>Social</td>
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1.5

Next steps
Wrap-up & closing remarks

Laura Gavinelli, Fabio Fraicelli & Angela Frigo
Evaluation form

https://www.surveymonkey.com/r/T5HVTN2
THANK YOU!
This event has received financial support from the European Union through the Grant Agreement SANTE/2019/E1/FEBA/SI2.823068.

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