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## **Feasibility Study Selection Criteria**

**WP4, T4.1**

**January 2014**

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# Colophon

Title	Feasibility Study Selection Criteria
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Banbury, UK, January 2014

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# Summary

The main objective of WP4 is to identify solutions throughout the food chain to reduce food waste and to test via Feasibility Studies socially innovative measures to prevent and reduce food waste using a multi-stakeholder approach across all stages of the food chain.

As part of WP4, an Inventory of existing social innovation initiatives has been developed (see June 2013 report and online inventory at: <http://www.eu-fusions.org/social-innovations>). From studying existing examples, it's clear social innovation has huge potential to complement existing research, technological and communications activities, and positively impact on food waste. It brings people together to create solutions and take action, and is therefore highly emergent and easily diffused. This online inventory (and more detailed spreadsheet behind the inventory) will continue to be updated throughout the life of the FUSIONS project.

This report summarises the approach taken to developing a process by which to collect and select ideas for the four Feasibility Studies that will be progressed under FUSIONS WP4 (T4.2). It summarises:

1. The process used to Call for ideas; and
2. The process used to evaluate the submitted ideas.

It was essential for the WP4 Partners to agree early-on the selection and assessment process to ensure all potential Feasibility Study partners<sup>1</sup> had access to the same information when submitting their ideas. This was achieved: with the assessment criteria launched as part of the initial Call for ideas in February '13. In this way, the Call was in many ways similar to a formal procurement process.

The main vehicle to promote the Call and generate ideas with FUSIONS Partners and Members was through the FUSIONS multi-stakeholder platform and dissemination activities (WP2, WP5). This has been undertaken using the inventory of existing ideas as inspiration.

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<sup>1</sup> Note these are Feasibility Study project partners, different from the FUSIONS Partners that form the Governing Council, though FUSIONS Partners and FUSIONS Members are expected to form part of the Feasibility Study project teams.

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# 1 Call for Feasibility Study Ideas

## 1.1 Ideas Survey

### 1.1.1 Developing the survey

Several tools were considered for the method by which to collect ideas. An online survey (Survey Monkey) was chosen because:

- It is free to use (both to develop and distribute surveys and for participants to use).
- Multiple submissions can be made by the same organisation / individual.
- It is easy to complete.
- It provides real time information about submissions.
- Results can be downloaded and shared.

The FUSIONS Partners collaborated on the development of the survey questions at the first Governing Council meeting (Nov '12). The survey was intentionally designed to be light touch, to maximise the number of ideas we received to the project. In any Call, it is unlikely to be possible to capture all information in one go (e.g. relating to issues such as confidentiality and experience). Therefore, the intention was to capture the essence of the project and then follow up with specific questions and ask for more detail on submissions as necessary.

The survey was piloted with WP4 Partners during Nov-Dec '12 and launched to the Governing Council in the 1<sup>st</sup> FUSIONS e-newsletter and on sharepoint in Feb '13. The closing date was agreed (in consultation with T3.2; see discussion below) as 22<sup>nd</sup> Nov '13. So the survey was live and collecting ideas for nine months.

The survey link was: <http://www.surveymonkey.com/s/5X2FKW9> (no longer active). A screen grab is shown below.



## FUSIONS - Reducing food waste and food loss through social innovation. Feasibility study ideas survey

Submit your idea for a food waste prevention feasibility study!

The FUSIONS team are seeking ideas for feasibility studies that could reduce food waste and food loss through social innovation.

### 2. What problem is your idea tackling?

### 3. How is it socially innovative?

- ☒ New idea
- ☐ Meet social needs
- ☐ Creates new social relationships
- ☐ Creates new collaborations

### 4. Which food types will be targeted?

- ☐ Cereals
- ☐ Fruit
- ☐ Vegetables
- ☒ Salad
- ☐ Drinks
- ☐ Bakery
- ☐ Dairy

## 1.1.2 Survey Questions

1. What is your idea?
2. What problem is your idea tackling?
3. How is it socially innovative?
  - ☐ New idea
  - ☐ Meet social needs
  - ☐ Creates new social relationships
  - ☐ Creates new collaborations

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4. Which food types will be targeted?

- ☐ Cereals
- ☐ Fruit
- ☐ Vegetables
- ☐ Salad
- ☐ Drinks
- ☐ Bakery
- ☐ Dairy
- ☐ Meat
- ☐ Fish
- ☐ Meals

Other (please specify)

5. In which part of the food supply chain will losses / waste be reduced?

- ☐ Primary production
- ☐ Processing of farm staples
- ☐ Industrial processing of food
- ☐ Wholesale and logistics
- ☐ Retail and Markets
- ☐ Redistribution
- ☐ Food service
- ☐ Consumers/ Household consumption
- ☐ End of life treatment

Other (please specify)

6. Who will benefit from the idea, which social groups?

- ☐ Consumers
- ☐ Community groups
- ☐ Campaign groups
- ☐ Food industry
- ☐ Retailers

Other (please specify)

7. What support do you need from FUSIONS to deliver the idea?

Please consider people, budget, access to data, collateral, materials etc.

8. How does your idea build on existing schemes / programmes?

9. If it is building on an existing scheme, which country is this in?

10. In which country / location would your idea be best suited if progressed to Feasibility Study?

11. Which partners (organisations) will your idea be delivered with?

12. How would these partners contribute to the study (time, budget etc.)?

13. Please indicate if you are already working with them / their level of commitment to the idea.

- 
14. How much food loss / waste (quantity) do you think your idea might prevent, by Dec 2015?  
[The FUSIONS team reserve the right to review and adjust the tonnage estimates].
  15. How will the reduction be measured / monitored?
  16. Please indicate any confidentiality associated with the data that might be produced.
  17. What additional benefits will your idea have if implemented, beyond food waste prevention? e.g. behaviour change, awareness raising, collaboration etc.
  18. Is there anything else you want to tell us about your idea?
  19. Please give us your name.
  20. Please tell us which organisation you work for.
  21. Please give us your email address so we can follow up with you.

### 1.1.3 Engaging Stakeholders in the Ideas Survey

The Feasibility Studies will each be led by a FUSIONS Partner. They will be the Feasibility Study Owner. Therefore, the emphasis of WP4 communication has been on the Governing Council.

It is important that the studies have multiple organisations within the project team where they add value to the overall delivery and outcomes (T4.2). Therefore, the Governing Council were encouraged to work with other stakeholders to develop project ideas. Any Feasibility Study project partner that is not a FUSIONS Partner or Member will be encouraged to join FUSIONS via WP2.

The ideas survey was launched in the first FUSIONS e-newsletter (Feb '13).  
<http://www.eu-fusions.org/news/launch-of-the-fusions-social-innovation-survey>

*Launch of the FUSIONS social innovation survey  
Read More >> Contribute to the live survey >>*

*One aspect of the FUSIONS project is to identify solutions throughout the food chain to reduce food waste and to test via Feasibility Studies socially innovative measures to prevent and reduce food waste across all stages of the food chain. Currently the FUSIONS team is seeking ideas for Feasibility Studies that could reduce food waste and food loss through social innovation.*

It was further promoted in the second FUSIONS e-newsletter (May '13)

*FUSIONS will test new social innovation solutions to prevent food waste. Discuss your social innovation ideas with your national FUSIONS Partner. Submit your ideas to our survey. Around four leading ideas will be tested via Feasibility Study and their impact evaluated!*



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A final call was made in the Nov '13 FUSIONS e-newsletter (Nov '13).

*FUSIONS needs you!*

*There is still time to submit your social innovation proposals to reduce food wastage via our survey. A feasibility study will then test and evaluate the impact of leading ideas. Deadline: November 22nd.*

The ideas survey was promoted at each of the four Regional Platform Meetings (May – Jun '13) via a standard WP4 presentation provided to each of the Regional Coordinators.

To help stakeholders understand what FUSIONS was looking for in WP4, two slide decks were created. These could also be used by FUSIONS Partners to engage members & stakeholders.

- The first 'engagement' slide deck sets the scene & gives key information about the project & selection process:

<http://prezi.com/c39e0yddxeca/fusions-social-innovation>

- The second 'ideas' slide deck contains some example ideas to get your creativity going!

<http://prezi.com/h6ruhskss-is/fusions-social-innovation-ideas>

These were circulated to the Governing Council to help them engage Members and stakeholders from Jul '13. A screen grab is shown below.



WP4 ran a session at the second Governing Council meeting (Oct '13) to further promote the survey and Call. The session was very well received scoring 4 or 5, out of a maximum score of 5, from all respondents. The session gave a brief overview of the Feasibility Study objectives and process. The group was then self-selected into groups according to supply chain stage, in which they brainstormed potential ideas for that supply chain stage. Engaging ideas sheets were provided to each group, an example is shown below. The outputs from this session were further discussed with potential Feasibility Study owners over the following weeks.

## WP4 – designing social innovation feasibility study ideas

Circle which stage you are focusing on: <input checked="" type="radio"/> Farm <input type="radio"/> Manufacturing / retail <input type="radio"/> Redistribution <input type="radio"/> Consumer <input type="radio"/> Hospitality	
<b>What is your idea?</b> implement a social cooperative to support farmers to harvest products which are not harvested so far → the harvested products are traded locally → achieved profit is shared between farmers and cooperatives e.g. high unemployment rate in Greece support establishment of social cooperatives	<b>How is it social innovation?</b> benefit for farmer as products are harvested and a small benefit benefit for social cooperatives as they earn money
<b>Which partners should be involved?</b> (>1 FUSIONS partner & other stakeholders) social cooperatives farmers FUSIONS partners & solicitors?	<b>What support / resources are needed?</b> ? •

WP4 also ran two back-to-back workshops on Innovations and Best Practice at the European-platform meeting (Oct '13). Although they allowed attendees to share examples of social innovation, they weren't restricted to this and attendees were encouraged to share any examples of best practice from their country or organisation that was targeted to reduce food waste. Further details about the Call were provided at this time.

## 1.2 Assessment Process

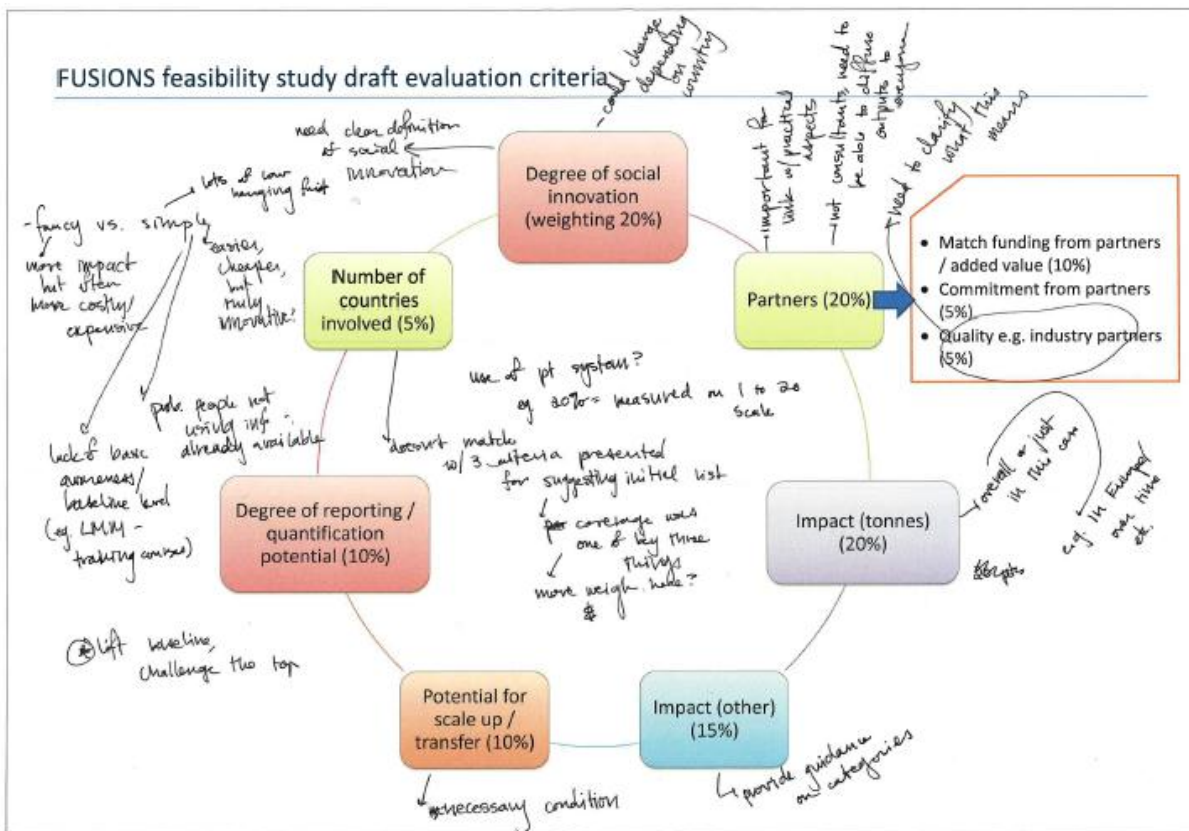
### 1.2.1 Assessment Criteria

The assessment criteria were first discussed at the Governing Council meeting (Nov '12). The following draft criteria & weighting factors were suggested by WRAP for discussion:

- Degree of social innovation (20%);
- Partners (20%); match funding from partners, added value; commitment from partners; quality of industry partners;
- Impact (tonnes) (20%);
- Impact (other) (15%);
- Potential for scale up / transfer (10%);
- Degree of reporting quantification potential (10%); and

- Number of countries involved (5%).

Attendees were divided into small groups on separate tables, with each group being given an A3 version of the draft criteria & weighting factors to discuss. An example of the output produced from one table is shown below.



A summary of the Governing Council verbatim feedback on the draft criteria & weighting factors is given below:

- Degree of social innovation (20%)
  - Newness / novelty
  - Partners involved
  - Creation of networks
  - Could change depending on country of implementation
  - Need clear definition
- Partners (20%)
  - External
  - Entrepreneurship
  - In-kind commitment from partners (should this be essential criteria rather than evaluation criteria?)
  - Stakeholders with a good reputation, no green-washing
  - Diffusion of potential partners
  - Civil society
  - No consultants
  - Link with practical delivery
- Impact (tonnes) (20%)
  - Overall / over time?
- Impact (other) (15%)
  - Value for money, realistic budget, available resources

- 
- Impact (money, cost savings)
  - No negative influence
  - Awareness raising
  - Behaviour change
  - Carbon footprint
  - Calorific value
  - Re-valuation of food
  - Reputation
  - Contribution to sustainable food chain
  - Environmental sustainability
  - Positive impact (no negative impact)
  - Potential for scale up / transfer (10%)
    - Whether it can be replicated
  - Degree of reporting / quantification potential (10%)
    - Quality of dissemination
  - Number of countries involved (5%)
    - Local solutions,
    - Proximity principle would be better

Other feedback:

- Deliverability assessment, realistic potential
- Risk assessment

This feedback from the Governing Council was fed into WP4 discussions. The WP4 Partners agreed that criteria around 'delivery, on time & on budget' and 'degree of reporting potential' not be included. The former was considered difficult to evaluate against given the survey questions. For the latter, if the project won't be able to produce valuable results or the applicant says results won't be publishable it would be assessed as non-compliant.

The WP4 Partners agreed the following assessment criteria & weighting factors. These were shown within the introductory text of the survey, so that all stakeholders see them when they submit ideas to the survey. This ensures that it is clear to those submitting ideas what FUSIONS will be evaluating against. How the criteria are related to the survey questions is also shown in the table.

Evaluation criteria		Weighting	Related to survey question no.
Degree of social innovation (see D4.1 report for description)		10%	1,2,3,6,9
Partners			
	-Match funding commitment from partners	10%	12,13
	-Number / suitability of partners proposed	10%	11
Impact (tonnes avoidable food losses and food waste prevented, within FUSIONS timeframe)		20%	4,5,14,15
Impact (other)			
	-Environmental impact e.g. carbon reduction	10%	4,15,17
	-Social impact e.g. relationships, behaviour change, awareness, healthy diet	10%	3,4,6,15,17
Potential for scale up / transfer - replicable by others		15%	5,8,9,16
Value for money, impact feasible, exhibits added value		15%	7,10,12,14,15
<b>Total</b>		<b>100%</b>	

This comprehensive development of key criteria will feed into discussions about how each project will be evaluated (T4.3).

### 1.2.2 Discussion of the 'meaning' of the criteria

To ensure all WP4 Partners are assessing the projects consistently, the following clarification on each criteria was provided and agreed upon in advance of the evaluation process.

- **Degree of social innovation**

A full description of the definition and categorisation of social innovation is described in D4.1 report. Arguably this criteria will be fairly subjective to each assessor depending on their experience of social innovation. On a simple level, the idea must be social in its ends and means, delivered by people, for people in some way to generate a high score.

- **Partners**

- Match funding commitment from partners
- Number / suitability of partners proposed

FUSIONS want to deliver real action through WP4. For this reason, partners who can provide the setting in which to take action are needed. For example, to take action in a hospitality setting, a business with restaurants and staff willing to implement the idea is needed. Only FUSIONS Partners will be allocated budget from FUSIONS for their time to

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deliver the project, therefore all other partners must provide their time 'in-kind'. This commitment should be demonstrated in the idea to generate a high score.

- **Impact** (tonnes avoidable food losses and food waste prevented, within FUSIONS timeframe)

The FUSIONS project must contribute to a reduction in tonnes of food waste arising in EU-27. Therefore, the idea must be able to deliver a tonnage reduction in whichever sector it is targeting.

- **Impact** (other)

- Environmental impact e.g. carbon reduction

- Social impact e.g. relationships, behaviour change, awareness, healthy diet

Particularly during the Governing Council meeting, there was strong feedback that in addition to a reduction in waste arisings, FUSIONS seeks to deliver complementary impacts, be that in environmental impact e.g. carbon reduction, and / or social impact e.g. relationships, behaviour change, awareness, healthy diet. Initiatives listed on the inventory (D4.1) demonstrate huge potential for these sorts of complementary impacts. Through T1.4, the equivalent environmental and social impact of the food waste reduced by the Feasibility Study (where quantified) can be calculated as part of the WP4 evaluation process.

- **Potential for scale up / transfer - replicable by others**

To support the EU's ambition to deliver a 50% reduction in edible food waste by 2020, FUSIONS needs to identify workable projects that can be replicated or scaled up to other areas or sectors. Ideas which show potential to be repeated by other partners or in other countries will score well.

- **Value for money, impact feasible, exhibits added value**

The 'budget' for feasibility studies is in the form of time committed by FUSIONS Partners to deliver the project with any other feasibility study partners (FUSIONS Members) providing their time in-kind (without payment). The amount of time required to deliver the project should be in proportion to its potential impact. This part of the criteria is linked to the match funding committed by other project stakeholders. It also has an element of judging whether the idea is feasible i.e. is likely to be deliverable as indicated. Again, this, in part, relies on the strength of total project partnership proposed.



# 2 Evaluating Ideas

## 2.1 Assessment Process

The WP4 Partners each acted as independent assessors of all ideas submitted to the Call. Each Partner received a briefing pack containing:

- The detailed content of all submitted ideas (from Survey Monkey collated into a single document, with numbered references for each idea).
- The assessment matrix form (see below).
- This report summarising the selection criteria and process.

### 2.1.1 Assessment Matrix

The following image shows one page of the assessment matrix. The full excel matrix is available to view on Sharepoint:

<https://portal2.wur.nl/sites/KBBEOptiFood/wp4/Shared%20Documents/T4.1%20Selection%20and%20evaluation%20criteria%20FS/Ideas%20assessment%20matrix.xlsx>

Each idea was assessed using this form, by each assessor. Assessors' scores were then combined giving an overall score for each idea.

		* Project number:	FP7 FUSIONS WP4 T4.1			
		* Project name:				
		Company name:			Application no:	1
		* Assessed by:			Date:	dd/mm/yy
<b>* Assessment criteria *</b>		<b>*Weighting</b>	<b>Assessment</b>	<b>Total</b>	<b>Brief Comments</b>	
You must weight the assessment criteria in accordance with each criteria's importance to your project. The weighting values are used in the calculations and must add up to 100%.		100%		0	This is your total score and represents your assessment of the overall value for money offered	
Degree of social innovation (see EC definition)		10%				
Match funding commitment from partners		10%				
Number / suitability of partners proposed		10%				
Impact (tonnes food waste prevented, within FUSIONS timeframe)		20%				
Environmental impact e.g. carbon reduction		10%				
Social impact e.g. relationships, behaviour change, awareness, healthy diet		10%				
Potential for scale up / transfer – replicable by others		15%				
Value for money, impact feasible, exhibits added value		15%				
<b>Scoring</b>					<b>Overall Comment (copies through to Rankings)</b>	
o Outstanding - cannot be faulted		100				
e Excellent		90				
vg Very good		80				
g Good		70				
aa Above average		60				
av average		50				
ba Below average		40				
p poor		30				
vp Very poor		20				
bc Borderline compliant		10				
n non-compliant		0				



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Each assessor scored the idea against each criteria in the assessment matrix. Scores for each criteria range as follows:

Outstanding - cannot be faulted	100
Excellent	90
Very good	80
Good	70
Above average	60
Average	50
Below average	40
Poor	30
Very poor	20
Borderline compliant	10
non-compliant	0

The matrix automatically works out the overall score for each idea based on the assessor's score for each criteria multiplied by the weighting factor.

Once all ideas have been scored by all assessors, a combined score for each idea will be generated by WRAP.

The top-scoring 5-10 ideas will be discussed by the WP4 Partners to ensure there is no misunderstanding of the ideas that would affect the scoring. This will be determined by any significant difference in assessors' scores. This was done both by comparing the ranking of the various ideas & their individual scores.

The top-scoring ideas will be selected for implementation. Depending on how much budget each idea is requesting, the WP4 Partners will agree how many feasibility studies can be implemented.

To improve feedback to both the successful and unsuccessful organisations submitting ideas, assessors were kindly requested to provide useful comments alongside their assessment scores in the space provided.

### 2.1.2 Assessment Panel

The assessment panel was drawn from the WP4 Partners:

- **Wageningen UR** (NL) Coordinator and WP2-leader FUSIONS Platform
- **SIK** (Sweden) WP1-leader Reliable Data and Information Sources
- **WRAP** (UK) WP4-leader Feasibility Studies
- **BIO Intelligence Service** (France) WP5-leader Dissemination
- **Institute for Food Research (IFR)** (UK)

Given four out of five FUSIONS Executive Board members are Partners in WP4, it was agreed the WP4 team's decision would be final & a further discussion within the Executive Board would not be necessary.

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# 3 Delivering for FUSIONS

## 3.1 Key Principles

In order to ensure the Feasibility Study idea can be delivered effectively, the following key principles were agreed by the WP4 Partners:

- The Feasibility Study 'owner' is member of Governing Council [in order that funds can be transferred from DLO to the Feasibility Study owner].
- The Feasibility Study project team should include at least one food industry partner, contributing effort in-kind. This ensures the delivery of the project is real-world.
- Overall, the Feasibility Studies should cover a range of locations across EU-27. This is to maximise the usefulness of the Feasibility Studies to different food cultures across Europe and likelihood that they will be replicated in other countries (T4.4).

## 3.2 Strengthening Links with WP3

In July '13, members of the WP3 and WP4 Partners (and Executive Board) agreed to act on the potential synergies between WP3 (T3.2 FUSIONS Camp) and WP4 (T4.1 selection of WP4 Feasibility Studies).

As a result of the decision to align the two WPs, the WP4 Call deadline was postponed slightly (to 22nd Nov '13), in order to enable some marketing for WP4 to happen via WP3 and particularly the invitation and pre-camp survey under T3.2. However, this has not affected the overall delivery date of starting the Feasibility Studies (Jan '14; MS5).

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# 4 Results

A total of 39 ideas were submitted to the Call, which was an excellent result.

Seven were agreed to be progressed, scoring highest of all 39. These were:

➤ **Order-Cook-Pay**

*Partner: The Swedish Institute for Food and Biotechnology, Sweden*

The study tackles canteen food waste by transforming traditional ways of working within the food service sector. It will develop and implement a web-based tool to provide school kitchens and business canteens with accurate information about the numbers of lunches to serve.

➤ **Surplus Food**

*Partner: Stop Wasting Food, Communiqué, Denmark*

The study tests a decentralised system to connect surplus food with those in need via the internet or an SMS service that connects local food producers, retailers, restaurants and catering outlets with local shelters, crisis and refugee centres, women shelters, etc.

➤ **The Gleaning Network EU**

*Partner: Feeding the 5000, UK*

Gleaning Network EU aims to disseminate best practice guidance and support for the creation of national gleaning networks to redistribute wasted fruit and vegetables from farms to charities. The study will provide a model for collaboration between growers, grassroots volunteers and charities across Europe, as well as giving specific support to groups initiating gleaning networks.

➤ **Food Service and Hospitality Surplus Redistribution**

*Partner: The Hungarian Foodbank Association, Hungary, BIO by Deloitte, France*

This Feasibility Study will develop new social relationships between the food service sector and food banks in Hungary, as well as providing a model for collaboration that can be replicated across Europe.

➤ **Disco BôCô**

*Partners: Feeding the 5000 (UK), Bio by Deloitte (France)*

Disco BôCô aims to organise collaborative and festive events to bring people together to cook and preserve discarded fruits and vegetables. The project will mobilise local communities to connect and make use of food surplus by developing domestic preservation skills.

➤ **Advancing Social Supermarkets**

*Partners: University of Natural Resources and Life Sciences (Austria), Bio by Deloitte (France)*

This Feasibility Study supports the implementation of "social supermarkets" in the EU based on the experiences of already established markets in France as well as in Austria.

➤ **Cr-EAT-ive Schools**

*Partners: Anatoliki (Development Agency Thessaloniki), Greece*

The project aims to develop food waste prevention methods and practical tips to encourage behaviour change in the families of preschool children (aged 3-5 years) at home and in the food services of the crèches and kindergartens. This will be achieved through the development of a series of innovative educational tools and activities that will involve parents, children, preschool educators and cooks.

Over the coming months, these projects will be supported and evaluated so that FUSIONS can discover the potential of social innovation, and some of the key barriers and opportunities to its delivery.

## Presenting the FUSIONS Feasibility Study Selection Criteria

This report summarises the approach taken to collecting and assessing ideas for the Feasibility Studies that will be progressed under the FUSIONS project.

The aim is to establish a fair and transparent process from the outset, and generate excellent ideas from across Europe that can test how social innovation can be used to reduce food waste.

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