

## Invitation to tender – Evaluating the impact of The National Lottery Community grant on FareShare

December 2019

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## 1. Aim

In April 2018 FareShare received funding from the National Lottery Community Fund (TNLCF) to increase the management capacity needed to manage more food and volunteers.

We would like to commission an external evaluation to look at the impact of this funding on FareShare and how it enabled FareShare to have an impact on the community organisations its' supports, their beneficiaries and on FareShare volunteers.

## 2. Background

FareShare exists because millions of people across the UK are struggling to afford to eat, yet at the same time thousands of tonnes of good food goes to waste every day. FareShare works across the UK to intercept quality, in-date and good to eat surplus food, and redistribute it to charities and community groups working with vulnerable people including children, the elderly, those who are homeless or struggling with physical or mental health difficulties.

In 2018/19 FareShare redistributed 20,838 tonnes of food to 10,943 charities and community groups. This is a 26% increase on 2017/18.

### 2.1 FareShare Vision, Mission and Values

**Vision:**

We have the vision of a UK where “No good food goes to waste”.

**Mission:**

To use surplus, fit for consumption, food to feed those who are vulnerable in the UK by supporting front line charitable organisations that tackle the cause and not just the symptoms of food poverty.

**Our Values:**

*Passion* – for our cause and the challenge that lies ahead

*Ambition* – to go the extra mile and drive the change that must happen

*Respect* – for ourselves, each other, our volunteers, our partners and our beneficiaries

*Collaboration* – it's only by working with others that we can be stronger

*Focus* – on providing the best service possible so that we deliver and achieve the most for our clients/customers

### 2.2 FareShare and the National Lottery Community Fund partnership

We partnered with the National Lottery Community Fund in April 2018 to help us increase our capacity to deliver more food to more community organisations and to increase the number of volunteers supporting FareShare. The main areas of investment included: increasing management capacity at FareShare and its' redistribution centers, volunteer recruitment & retention, monitoring and evaluation and IT.

As part of the investment in our monitoring and evaluation we were able to develop a FareShare Theory of Change and an Impact and Evaluation Framework (Appendix A). This allowed us to identify a number of outcomes that we will be measuring in the coming months:

1. Charities and community groups have financial savings they can re-invest in the services they provide.
2. Charities and community groups are able to reach more people.
3. Charities and community groups provide more services.
4. Beneficiaries are able to connect with others.
5. Charities and community groups get access to: more food, more variety, better quality & more nutritional value.
6. Beneficiaries experience new foods.
7. FareShare has the right amount of volunteers and volunteer hours to meet the organisational need<sup>1</sup>.

### 3. Scope of the project

The scope of the project includes the following:

1. To evaluate the impact of the grant on FareShare and its' 21 regional centres. This will have to include views of staff across FareShare and its' regional centres.
2. To review FareShare's existing data (KPIs, charity and volunteer survey results) and identify any additional data required for the evaluation.
3. To collect qualitative data on the outcomes identified in the theory of change for volunteers and for the charities and community groups supported by FareShare. This will have to reflect the views of staff, volunteers and beneficiaries.
4. Comparison of findings with previous internal and external evaluations (NatCen 2016 evaluation, BRC evaluation 2019, Volunteer annual survey 2018 & 2019, Charities survey 2019).
5. To provide recommendations and learnings for FareShare and the funders.

### 4. Methodology

We would like the evaluation team to suggest the most appropriate methodology and scope for this evaluation based on the information provided in this brief. Please note that the focus of this evaluation is getting qualitative data to assess the impact of the funding and the outcomes identified in our theory of change. This need to include the views of staff,

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<sup>1</sup> There is a separate Theory of Change and evaluation framework for our volunteering project that can be found in Appendix B.

volunteers & beneficiaries across FareShare UK, 21 regional centres and the charities and community groups supported by FareShare.

Quantitative data will be provided through by FareShare from our operational data (food volumes, number of community groups supported and number of volunteers.) and our annual surveys with our volunteers and with the charities and community groups we support.

## 5. Key deliverables

We expect the following deliverables from this evaluation:

- An executive summary report of all the findings.
- A final report, synthesising finding across all quantitative & qualitative data. This should include a set of recommendations and learnings to inform FareShare future developments and to inform the funder on the impact of their funding.

## 6. Considerations

The sample for this evaluation will have to be representative of the wide variety of charities FareShare is supporting across the UK and therefore might require UK wide travel.

FareShare only manages directly 5 out of the 21 regional redistribution centres. Therefore, access to some charities will depend on our partners providing access and information about the charities they support.

Some participants might be deemed as vulnerable adults, therefore all relevant ethical issues should be considered.

We are considering including a second funder in this evaluation. Please include in your proposal your ability to carry out a larger project if there is additional funding available.

## 7. Internal responsibilities and liaison

FareShare will provide all relevant information from previous evaluations and the data necessary to carry out this evaluation. There will be a dedicated liaison person at FareShare who will: introduce the evaluation team to the relevant stakeholders; facilitate access to charities, redistribution centres and support with any arising issues.

## 8. Required skills and knowledge

We are looking for evaluators with strong qualitative & quantitative research skills and experience of conducting impact evaluation in the voluntary sector. Knowledge and previous experience of surplus food provision is desirable.

## 9. Timetable for delivery

Activity	Timeline
Deadline for bids	24 <sup>th</sup> of January
Selection of evaluation team	Mid-January
Set up meeting	End of January
Review of FareShare's data collection tools and available data.	February
Evaluation plan agreed with FareShare	February
FareShare to conduct a survey with CFMs	January
FareShare to conduct a survey with volunteers	Early December
Data collection by evaluation team	February-March
Analysis of quantitative and qualitative data	April
Draft report	Early May
Submission of final report	End of May

\* This timetable can be somewhat adjusted following the review.

## 10. Pricing

The budget for this project is up to £35,000 (inclusive of VAT).

## 11. Selection process

We will be asking for proposals from a number of different bodies to ensure that the process is competitive. The main criteria for the selection process will be the ability to deliver a high quality evaluation.

For the selection process we would like you to include in your proposal the following:

<b>Relevant experience and proposed team</b>	<i>Outline your organisation's relevant experience and provide a team structure for delivery. State the minimum qualifications and experience of staff at each level of seniority, as well as the roles of each team member and the tasks they will undertake.</i>
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	<p><i>Provide confirmation that there are no conflicts of interest and explain how, in the case of a conflict arising, this will be managed.</i></p> <p><i>Please state in your proposal if you will be able to run a larger project to include an evaluation of another funder if required (providing a higher budget).</i></p>
<p><b>Methodology and timeline</b></p>	<p><i>Present your proposed bid in response to the scope of work, describing the methodology you propose to apply.</i></p> <p><i>A timeline for the project should be provided with key milestones for delivery.</i></p>
<p><b>Collaborative working and understanding FareShare's structure and needs</b></p>	<p><i>Explain how you will work with FareShare in delivery of the project to ensure that FareShare needs are met.</i></p>
<p><b>Quality assurance and data protection</b></p>	<p><i>Describe the QA systems that would be applied during delivery of the project and how data protection requirements will be managed.</i></p>
<p><b>Pricing</b></p>	<p><i>Set out your prices providing a breakdown of the number of delivery days, staff allocation, day rates and associated costs for each task.</i></p>

# FARESHARE THEORY OF CHANGE

## SEPTEMBER 2019

### Executive summary

FareShare has been working in partnership with NCVO Charities Evaluation Services (NCVO CES) to develop a theory of change and an impact and evaluation framework. This work will help FareShare to articulate its impact and form the basis for any future impact evaluation work.

The theory of change consists a map and a narrative describing FareShare operation and how it leads to desired outcomes and broader societal impact. It helps to better understand and communicate what change is *desired or expected* from the activities undertaken by the organisation. As well as supporting evaluation, theories of change can help organisations and services understand the work they do and communicate their purpose. More information about theory of change is [available here](#).

The map and the narrative described in this document explain how FareShare addresses the problem of *'surplus food is not being used in the most socially and environmentally beneficial way'* to achieve its ultimate impact:

- *To maximise the social value of surplus food to better support individuals to improve their physical wellbeing, mental wellbeing, social inclusion, and food security.*
- *To reduce the negative environmental impact of surplus food.*

It details the main organisational activities and the short term, medium term and long term outcomes achieved by its' operation that all feed into achieving the impact above.

Developing the theory of change helped identifying the outcomes that FareShare has a direct impact on and would like to measure:

- Food using organisations (community and charity groups) have financial savings they can re-invest in the services they provide.
- Food using organisations are able to reach more people.
- Food using organisations provide more services.
- Beneficiaries are able to connect with others.
- Food using organisation get access to: more food, more variety, better quality & more nutritional value.
- Beneficiaries experience new foods.
- Reduced CO2 emissions.
- Reduced wastage of surplus food and the resources related to its production.

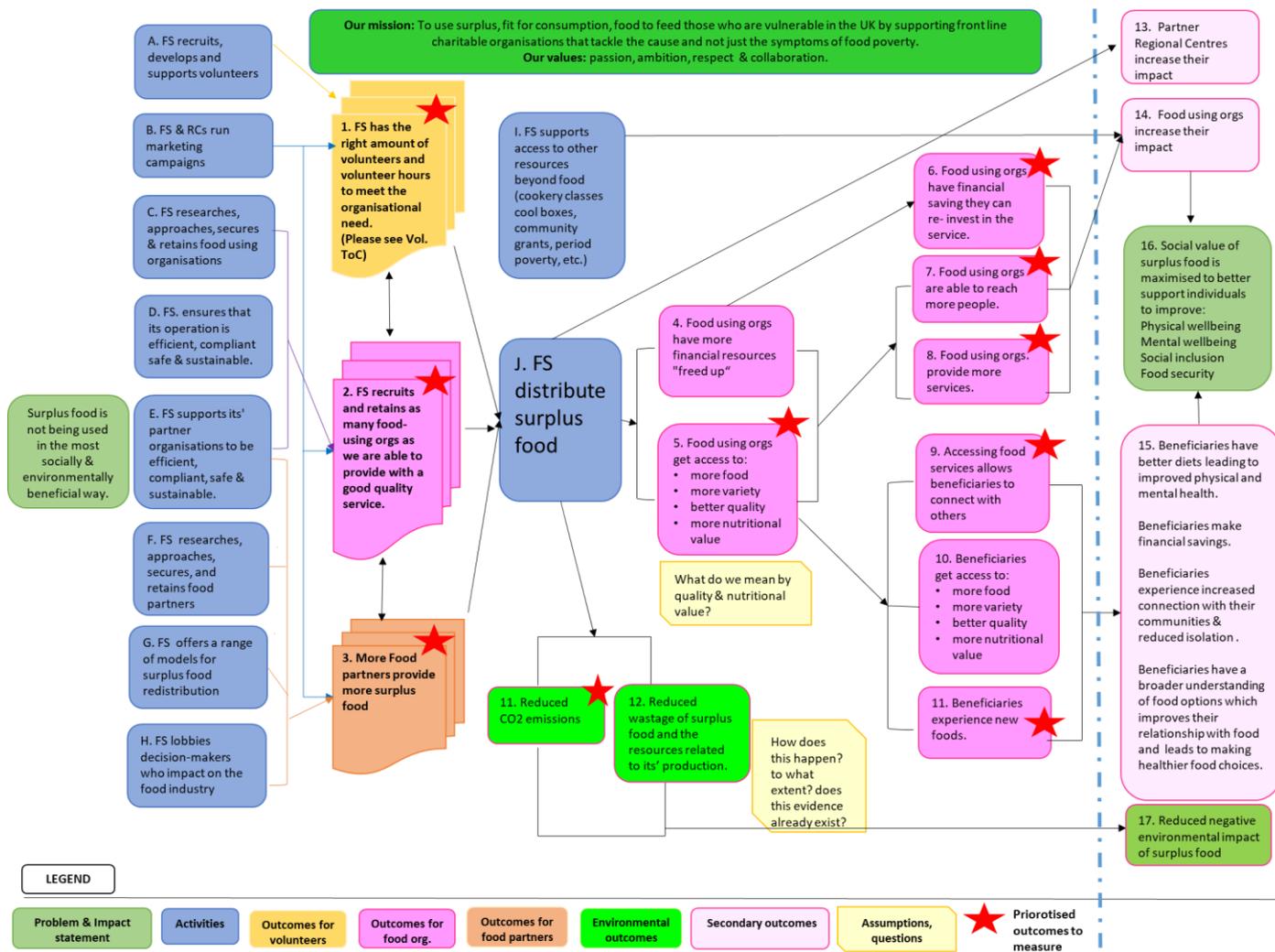
These outcomes will form the basis of FareShare impact evaluation framework and will guide all of FareShare evaluation work. Following this work FareShare will be able to implement internal impact measurement, reducing our reliance on external evaluations and providing FareShare with regular

up-to-date data that can be used for organisational learning & improvement, fundraising and marketing.

## FareShare's theory of change

### Map

The current diagram contains the details discussed at the workshop and follow-on internal consultation at FareShare. This diagram should be looked at alongside the narrative below that provides the details for each of the maps components and the logic behind it.



### Narrative

The narrative is an explanation of the map. In the map we use boxes to represent the key aspects of the theory that it sets out, namely its activities and outcomes for various stakeholders. These boxes are labelled with either letters or numbers. These are referenced in [square brackets] throughout this document. The narrative follows the map from the problem statement on the left to the impact statement on the right. Details on the definitions and terms used in this document are available in [Appendix A](#).

#### 1. Problem statement

The problem that FareShare is set up to solve is that 'surplus food is not being used in the most socially & environmentally beneficial way'.

## 2. ACTIVITIES

Activities are the various areas of work FareShare engages in to accomplish its intended changes – what FareShare does in to reach the ultimate goals of maximising the social value of surplus food, whilst reducing the negative environmental impact of surplus food. Some of these are direct external-facing activities, whilst others are internal processes necessary for successful operation.

As FareShare’s food redistribution system is largely operated by volunteers, the organisation engages in **recruiting, developing and supporting volunteers** [A].

To engage with and support potential food using organisations (charities or community groups), FareShare **researches, approaches, secures, and retains food using organisations** [C] to find new opportunities to help these organisations by providing them with surplus food. To achieve this, FareShare **also ensures that its operation is efficient, compliant, safe and sustainable** [D]. They also support **partner organisations** (such as many Regional Centres) to also have efficient, compliant, safe and sustainable operations [E].

Other partner organisations include food partners that FareShare sources surplus from. To build and main working relationships with these companies, FareShare **researches, approaches, secures and retains them** [F]. FareShare **offers a range of models for surplus food redistribution and potential partnerships** [G] in order to recruit and retain these food partners, and help them to embed processes and systems to safely divert surplus food to charities. FareShare also **lobbies decision-makers who impact on the food industry** [H] to further incentivise food partners to maximise the social value, and minimise the negative environmental impact of surplus food going to waste by working with FareShare.

In order to recruit volunteers, food using organisations and food providers, FareShare and its Regional Centres run **marketing campaigns** [B].

## 3. Short term outcomes

These activities all enable FareShare to achieve its short term outcomes:

- **FareShare has the right amount of volunteers and volunteer hours to meet the organisational need** [1]
- **FareShare recruits and retains as many food using organisations as they are able to provide with a good quality service** [2]
- **More food partners provide more surplus food** [3]

These outcomes are each the end-point of longer processes. For example, other intermediate outcomes not described in this theory happen between FareShare’s recruitment, development and support of volunteers [A] and FareShare having the right amount of volunteers and volunteer hours to meet organisational need [1]. Whilst this organisation-wide theory of change does not focus on these elements, they are viewed as ‘nested’ theories, each with their own theory of change. The end-points of these ‘nested’ theories are outcomes 1, 2, and 3.

The volunteer recruitment and management theory of change (‘nested’ within outcome 1) was developed by Insley Consulting in 2018. The details of the food using organisation recruitment theory and the food partner recruitment theory are to be agreed by FareShare at a later date.

## 4. Service delivery activities

All activities and short term outcomes are conducted to enable FareShare to deliver its core function: **distribute surplus food** [J]. This is where FareShare’s operational focus is to deliver its outcomes.

In addition, FareShare uses its infrastructure to support **access of food using organisations to other resources beyond food** [I], such as cookery classes, cool boxes, community grants and sanitary products. FareShare’s operational outcomes depend on the successful delivery of surplus food distribution.

These intermediate and long-term outcomes are described next.

## 5. Social Outcomes

### 5.1 Intermediate outcomes

As a result of FareShare redistributing surplus food [J], food using organisations (charities and community groups that work with FareShare) will have **more financial resources “freed up”** [4]. They also will have **more food** and/or a **better variety, quality and nutritional value food** [5] than they would otherwise be able to access – the food that FareShare provides is often commercially out of reach for charities and community groups with restricted budgets available for food purchase.

These intermediate outcomes enable the long-term outcomes described below.

### 5.2 Long-term outcomes and contributions

For food using organisations:

More “freed up” financial resources mean that the food using organisations will make **more financial savings that they can re-invest in the service** [6]. With more resources available along with more food and/or better variety, quality, and nutritional value of food, food using organisations are able to also **reach more people** [7] and **provide more services** [8].

In addition, FareShare supports these organisations to **access other resources beyond food** [I].

Thus, in the long term, FareShare contributes to the ability of food using organisations to **increase their own impact** [14].

For beneficiaries:

By enabling food using organisations to access more food, and/or use a better variety, quality and nutritional value of food in their services, FareShare directly enables outcomes for the beneficiaries (service users) of these charities and community groups: using food services provides beneficiaries with the opportunity to **connect with others** [9], they receive **more food** and/or **more variety, better quality** of food and foods with **more nutritional value** [10]. They also **experience new foods** that they otherwise may not be able to access [11].

Whilst further outcomes for beneficiaries depend on many factors not within FareShare’s remit, these outcomes do contribute to beneficiaries **having better diets leading to improved physical and mental health, making financial savings, experiencing increased connection with their communities and reduced feelings of isolation, and/or making healthier food choices due to having a broader understanding of food options and an improved relationship with food** [15]. The

link between the experience of new foods and the longer-term benefits for beneficiaries is currently being explored in research by DR Megan Blake<sup>2</sup>.

For Regional Centres:

FareShare’s distribution model involves five Regional Centres run by the core organisation and 16 Regional Centres managed by independent charities. These 16 charities have their own goals which being a FareShare Regional Centre contribute to. By supporting these charities in working as part of the food redistribution chain, FareShare contributes to these partner Regional Centres’ **increasing their own impact** [13].

The three secondary impact areas identified above (13, 14, and 15) all link into FareShare’s ultimate impact of **maximising the social value of surplus food** [16] which is detailed in the [impact section](#) in this document.

## 6. Environmental Impact

By reducing the amount of surplus food going to waste, FareShare’s work addresses the negative impact of surplus food on the environment; the model of surplus food redistribution was inherently created with environmental benefits in mind.

Food waste has a damaging effect on the environment, primarily due to the greenhouse gas emissions from transportation and landfill – moving food waste results in carbon emissions, and as food breaks down it releases methane, a potent greenhouse gas. A huge amount of energy, nutrients and water goes into growing, storing, packaging and distributing food. When surplus food goes to waste, so do these resources.



The food waste hierarchy, adopted in policy and legal frameworks across the European Union, including the UK, sets out five steps for dealing with waste, ranked according to their environment impact. If surplus cannot be prevented, redistribution to people is the preferred option, followed by converting to animal feed or fuel via anaerobic digestion. To tackle the problem that surplus food is not being used in the most socially and environmentally beneficial way, FareShare enables food companies to follow the food waste hierarchy and direct more surplus food to human consumption.

Thus, FareShare’s work redistributing surplus food for human consumption has the following environment impacts;

<sup>2</sup> More than just food: Food insecurity and resilient place making through community self-organizing, Megan K Blake, Sustainability April 2019 (11)

- **Reduced CO2 emissions** [11].
- **Reduced wastage of surplus food and the resources related to its production** [12].

These impacts lead to the **reduced negative environmental impact of surplus food** [17] in its broadest sense.

It should be noted that there may be other environmental factors to consider and the extent to which each impact happens as a result of FareShare's work warrant further exploration.

This narrative will explore *how* FareShare's activities may lead to the impact stated. We begin by exploring each of the activities to trace how they contribute to the previously stated end outcomes.

## 7. Impact

The impact is the broad societal change to which FareShare contributes with the recognition that other factors outside FareShare's remit also play a role.

The ultimate impact FareShare seeks to achieve is two-fold:

- **to maximise the social value of surplus food to better support individuals to improve their physical wellbeing, mental wellbeing, social inclusion, and food security** [16].
- **to reduce the negative environmental impact of surplus food** [17].

These solutions both stem from the problem that surplus food is not being used in the most socially and environmentally beneficial way – going to waste in landfill, or being converted to animal feed or fuel. Meanwhile, charities and community groups struggle with increasing financial and practical pressures of providing food services to their beneficiaries. FareShare uses an innovative model to access and redistribute quality, in-date and good to eat surplus food that arises across the food industry to charities working with vulnerable or disadvantaged people throughout the UK.

## Appendix 1: Definitions and terms

The following definitions are used in this document and the accompanying map:

- **Impact** is the broad or longer-term effect of a project or organisation's work that happen after outcomes have occurred. This can include effects on people who are direct users of a project or organisation's work, effects on those who are not direct users, or effects on a wider field such as government policy. Specific projects or programmes often 'contribute' to impact, as other things can help bring about this long-term change.
- **Outcomes** are the changes, benefits, learning or other effects that happen as a result of a project or organisation's work (its activities). Short term and intermediate outcomes are steps along the way to long-term outcomes; they need to happen before the more significant long-term outcomes can be achieved.
- **Activities** are the work undertaken to bring about these changes. They are products, services or facilities that result from an organisation's or project's work. They are the things it delivers in order to bring about change.
- **Assumptions** are all the 'givens' underlying the theory, without which the theory would not work. They might articulate key aspects of the approach or explanations of the links between outcomes. Some of these will be well-evidenced while others will need further testing and be therefore framed as questions.

There are also several terms used by FareShare to describe aspects of its work and its stakeholders:

- **Regional Centres:** FareShare distributes surplus food through 21 Regional Centres, of which it operates five. The others are run by independent charities who partner with FareShare in this work.
- **Food partners** are organisations from which FareShare sources surplus food for redistribution, such as retailers, manufacturers and suppliers.
- **Food using organisations** are the recipient organisations of the surplus food – Community Food Members (CFMs) that receive food from their local Regional Centre, or Community Food Affiliates (CFAs) that collect end-of-day surplus via FareShare Go.
- **Beneficiaries** refer to the beneficiaries of these recipient organisations (CFMs and CFAs).

## Appendix 2: Areas for further exploration

### What do we mean by “quality and nutritional value”?

In outcome 5, FareShare has noted that it does not yet have a definition of quality and nutritional value of food. After that is established, more research is needed to see *if* and *in what ways* the food distributed by FareShare increases quality and nutritional value provided by food using organisations.

### Food variety

There is little existing research on the wider benefits of experiencing new foods beyond the research of Dr Megan Blake. FareShare will look into exploring this area through qualitative data collection and reviewing any further research in this area to understand the additional benefits to individual lives from experiencing food they previously did not have access to.

### Environmental benefit

FareShare’s model was designed with environmental benefits in mind. The core issue it is trying to solve is that surplus food is not being used in the most socially and environmentally beneficial way. The reduction of wasted surplus food via this model of food redistribution is less damaging to the environment than other uses for surplus food, such as converting it to fuel as stated in the Food Hierarchy displayed above.

However, the specific ways in which FareShare’s model produces environmental benefits different to that of other user models and the extent to which these benefits are materialised require further research.

### A note about contribution to outcomes

It should be noted that FareShare’s direct beneficiaries are other organisations who in turn are better able to offer their own services thanks to the support of FareShare. Whilst some of FareShare’s outcomes are changes directly affecting these end beneficiaries (service users), such as having more nutritious food [9], outcomes arising from improved effectiveness of food using organisations are more linked to the organisations providing those services. FareShare should continue to critically assess which outcomes are ones it can *attribute* to its own work and which are ones it *contributes* to in this way.