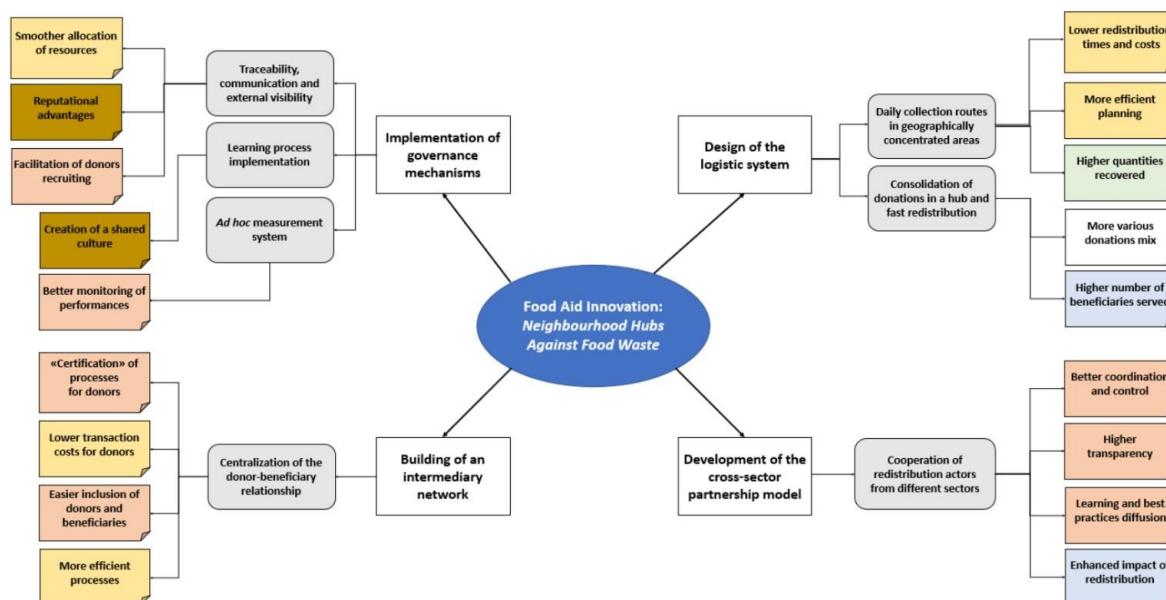


UFIL Food aid, Milan

From a preliminary map of impact pathways to a final revised map of impact pathways

Figure 8. Preliminary innovation impact pathway map



In order to validate the Innovation Impact Pathway Map, further interviews were carried out involving six respondents among the project stakeholders. In particular, stakeholders were selected among the project participants, who were identified as *key stakeholders* in the classification.

The map was validated through semi-structured interviews which followed the questionnaire reported in the Annex. The activities, previously selected and included as key dimensions of the interview protocol, were validated by asking at the end of the questionnaire if all relevant activities were covered during the interview. Changes were discussed explicitly at the beginning of the interview in the general section of the questionnaire, and implicitly over the development of the interview. Questions were mainly directed at validating/rejecting the hypotheses of impacts or at generating new impacts.

Activities	Changes	Impacts	Discussion
Development of the cross-sector partnership model	Structured cooperation of redistribution actors from different sectors	Better coordination and control	Validated , at least for a part of the operations. An interviewer underlined the importance of the work of coordination of Politecnico di Milano to align actors on individual actions. A food donor highlighted that the project led to increased awareness on data and performances of internal processes.

		Higher transparency	Validated. In particular, a financial supporter highlighted the importance of monitoring of performances.
		Learning and best practices diffusion	Validated. In particular, the collaborative and pre-competitive environment was highlighted.
		Enhanced impact of redistribution	Validated
		Increased incentives for participation	Added. Most interviewees highlighted the “reassuring” dimension of the cross-sector network.
Design of the logistic system	Daily collection routes in geographically concentrated areas	Lower redistribution times and costs	Refocused. It was highlighted that the model is not per se more efficient compared to other food banking models which operate at a larger scale, but it allows to carry out operations more efficiently with respect to redistribution systems at the local level.
		More efficient planning	Validated
	Higher frequency of recovery and redistribution	Higher quantities recovered	Validated but generated by another change
		Ability to synchronize recovery and redistribution and serve more NPOs	Added
	Consolidation of donations in a hub and fast redistribution	More various donations mix	Validated and highlighted as a crucial factor by all interviewees
		Higher number of beneficiaries served	Validated but generated by another change
	Standardization of recovery processes	More efficient operations	Added change and impact
	Creation of a physical space in the neighbourhood	Development of short-distance human relationships in the neighbourhood	Added. This impact was highlighted by most interviewees
Less costly recovery activities for NPOs		Added	
Implementation of governance mechanisms	Traceability, communication and external visibility	Smoother allocation of resources	Validated
		Reputational advantages	Validated by most actors, but not important for all of them.
		Facilitation of donors recruiting	Validated. Most interviewees considered this to be a very important factor, citing it as a “reassuring” element for those entering the network
	Learning process implementation	Creation of a shared culture	Validated

	Ad hoc measurement system	Better monitoring of performances	Validated. Especially relevant for those who did not have a structured measurement system in place as well as for financing actors
Building of an intermediary network	Centralization of the donor-beneficiary relationship	“Certification” of processes for donors	Validated. Most interviewees considered this to be a very important factor, citing it as a “reassuring” element for those entering the network
		Lower relationship costs for donors	Validated
		Easier inclusion of donors and beneficiaries	Validated
		More efficient processes	Validated

Figure 9. Revised Innovation Impact Pathway Map

