



# Impact Review of the Feed the Heroes Philanthropic Initiative

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We declare that all materials included in this project are the end result of our own work and that due acknowledgement has been given in the bibliography and references to all sources be they printed, electronic or personal.

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# Acknowledgements

Feed the Heroes was a social solidarity movement designed to support frontline workers in Ireland during the early stages of the COVID-19 pandemic. A national team effort, the Feed the Heroes' team wishes to first and foremost acknowledge frontline workers for their courage and commitment to delivering essential services during this exceptionally challenging time. Additionally, the team recognises and commends the generosity of the Irish people - individuals young and old, and corporations, large and small, at home and abroad that financially supported the campaign. A special thank-you to the numerous in-kind donors, and the suppliers who remained open, producing hundreds of thousands of meals to #fuelthefrontline. Lastly to the incredible volunteer team for going over and above on a daily basis and selflessly committing their time and expertise to support their fellow countrymen and women.



UACHTARÁN NA hÉIREANN  
PRESIDENT OF IRELAND

## MESSAGE FROM PRESIDENT MICHAEL D. HIGGINS

May I send my best wishes to all those who have given so generously of their time and skills to the Feed the Heroes initiative.

As President of Ireland I have been very inspired by the many imaginative and thoughtful ways in which assistance and support have been maintained and extended within our society during the unprecedented challenge of Covid 19. By working to support those selfless and much appreciated workers in our health services and related areas, you are testament to the generous spirit of community that exists in such abundance amongst the Irish people.

I thank you for the compassionate act of citizenship and hand of friendship you have extended to your fellow citizens during a most challenging contemporary moment. It is such acts of solidarity that will ensure that, together, we can navigate our way safely towards a shared and brighter future.

Go raibh míle maith agaibh go léir.

Michael D. Higgins  
Uachtarán na hÉireann  
President of Ireland



# Cian's Story



## *Feed the Heroes started with a simple idea...*

We had just been told to begin locking down, the country was isolating and fearful. In the midst of this, courageous women and men were going to work as frontline staff, ensuring that most of us would remain safe. Feed the Heroes began as a thank you; a gesture of solidarity and gratitude for those who help us.

I am fortunate to have family within the health service, I have seen first-hand how self-sacrificing these people are. They continually give when asked and as COVID-19 arrived in Ireland, and they were asked to step up again, not one of them flinched. It was clear this would be a marathon, not a sprint. My hope was that people would contribute to a fund that sent the vital message of thanks and solidarity to the frontline.

As the pandemic progressed, we could see that those, who were toiling days on end in full PPE, in ICU units, across isolated testing centres or in labs running 24 hours a day, were exhausted. While our resources were relatively little, we were able to deliver warming high-quality meals and a real sense of solidarity and appreciation to those we fed.

Being in a position to deliver on this promise for the duration of the pandemic was an immense privilege. It would not have been possible without the support of the Irish people who donated in the tens of thousands to ensure our frontline workers were looked after as best we could. It would have also been impossible without the incredible volunteer team who formed and selflessly gave their time to coordinating the project nationwide, ultimately delivering over 200,000 meals. It would not have been possible without the small businesses and foodservice firms who backed this project from inception and sustained themselves as best they could to keep fuelling the frontline.

It is rare one gets to be part of something like this. It is, hopefully rare, that such an event will call for this kind of response once more. I am immensely proud of what Feed the Heroes ultimately achieved and I remain in awe of the powerful effort, self-sacrifice and commitment shown by teams of healthcare workers across the frontline. It's been an honour to serve them.

Cian O'Flaherty

Co-Founder of Feed the Heroes

# Executive Summary

Feed the Heroes was a 14-week philanthropic initiative seeking to illustrate solidarity with frontline workers and support food businesses by purchasing meals during the COVID-19 (Coronavirus) pandemic. This report's purpose pertains to conducting an impact assessment of the campaign's activities to demonstrate accountability, identify lessons learned and enhance the performance of future projects. COVID-19 formed the greatest public health and economic challenge in a century. Preceding its emergence, Ireland's economy exemplified strong economic growth with the lowest rate of unemployment in a decade. However, COVID-19 resulted in an unemployment rate of 30% and a predicted GDP contraction of 13.8%. Additionally, frontline workers, composed of healthcare, contact tracing centre, testing centre, laboratory, Garda and emergency services personnel worked considerably longer hours in unacquainted environments, resulting in elevated stress. Moreover, 88% of foodservice firms reported a temporary cease of trading with a predicted 60% decline in annual revenue. The public maintained an inability to contribute to the extenuation of the disease due to a nationwide lockdown.

Feed the Heroes' mission pertained to supporting and exemplifying solidarity with frontline workers by supplying nutritious meals, nourishing them and increasing wellbeing. This statement focused volunteers' efforts upon areas reinforcing the organisation's objectives. Feed the Heroes maintained six core values – empathy, optimism, partnership, service to others, transparency and trustworthiness – formed from volunteers' principles and the rationales for the campaign's existence. This ensured their authenticity and legitimacy. The initiative's principle aim involved demonstrating support for and solidarity with frontline workers through the objectives of raising €1.7 million, delivering 225,000 nutritious meals, enhancing morale and indirectly combatting COVID-19. Its secondary aim involved assisting food businesses adversely impacted by the pandemic by purchasing meals and ensuring prompt invoice settlement. Winnable milestones provided a potent source of motivation to volunteers and further objective clarity.

This report utilises the OECD (Organisation for Economic Cooperation and Development) DAC (Development Assistance Committee) evaluation criteria of relevance, coherence, effectiveness, efficiency, impact and sustainability. These criteria are ubiquitous, comprising

the standard method of impact assessment. The criteria identify the relationship between contextual needs and objectives, and resource inputs, undertaken activities, outputs in the form of goods and services, short-term outcomes, and the long-term impacts of an intervention.

Primary research employed mixed methods of qualitative and quantitative research. Preliminary research involved semi-structured interviews with Feed the Heroes' volunteers. Conclusive research utilised a census of meal suppliers, volunteers, corporate donors and in-kind donors, and a convenience sample of frontline workers due to time constraints. A semi-structured interview with an industry expert provided knowledge of procurement and the business challenges during the pandemic. Non-sampling error was minimised by piloting surveys, cleaning data and, avoiding leading, loaded and double-barrelled questions. Secondary exploratory research analysed the campaign's media channels, published sources and official statistics to distinguish stakeholder requirements. Conclusive secondary research utilised Google Scholar, Scopus, Web of Science, MarketLine Advantage, Mintel, Passport, ABI Inform and Business Source Complete. Internal reports and an OpinionX focus group of individual donors presented core insights.

**Relevance** assesses the alignment of objectives with stakeholder needs. Feed the Heroes' primary stakeholders – frontline workers, food businesses and donors – possessed distinct requirements. Frontline workers confronted a lack of personal protective equipment, stigmatisation, health risks, and low confidence stemming from performing new or unfamiliar roles. Food businesses necessitated cost containment, alternate revenue sources and enhanced cash flow to prevent a temporary or permanent cease of trading. Individual donors sought to contribute to the country's fight against COVID-19, demonstrate their appreciation of frontline workers and support local businesses. Concurrently, corporations pursued media exposure and the attainment of corporate social responsibility (CSR) goals. Feed the Heroes effectively aligned the needs of these stakeholders through its espoused objectives.

External vertical **coherence** portrays the congruence of the initiative with national policy. The campaign's objectives extensively supported the government's enterprise support and

public health policies. Feed the Heroes assisted the individuals implementing the public health response and the businesses worst affected by the pandemic. External horizontal coherence determines the synergy of the project with others. Feed the Heroes supported similar projects by broadly assisting stakeholders in distinctive means. Internal coherence ascertains the reciprocal alignment of objectives and the ability of these objectives to support overall aims. All objectives demonstrated such a capacity excluding that of indirectly assisting COVID-19's mitigation.

**Effectiveness** illustrates the extent that actual outputs and outcomes meet projected objectives. Feed the Heroes raised €1,428,351, purchased and delivered 201,447 meals from 111 suppliers, thereby failing to reach its targeted meal purchasing, delivery and fundraising objectives. This can be ascribed to the campaign's emphasis upon frontline workers' demands. The initiative enhanced the productivity of 90% of frontline staff surveyed, resulting from elevated morale. This marginally assisted the treatment and mitigation of COVID-19. Feed the Heroes ensured supplier payment within three days, relieving these suppliers' cash flow challenges and providing supplementary revenue to secure employee roles and pay creditors. This success was predicated upon a platform operating model, providing simultaneous value to donors and beneficiaries.

**Efficiency** assesses the economic conversion of inputs into outputs by evaluating management capacity and operational cost effectiveness. Firstly, Feed the Heroes economically used inputs of time, expertise, governance and planning. In 14 weeks, the 25-person volunteer team completed 77% of the average annual volunteer hours of an individual in Ireland. The Board of Trustees displayed skill diversity, recruiting volunteers to satisfy skill gaps. Rigour and governance underpinned the project, irrespective of an unsuccessful Irish Charities Regulator application due to time constraints. Additionally, agile methodology enabled scalability. Secondly, Feed the Heroes' activities exhibited extensive cost effectiveness. The emotive, prosocial initiative resonated with the public, resulting in crowdfunding success. GoFundMe proved efficient and cost-effective despite accounting for the only administration cost of the initiative, consuming 3.1% of funds raised. Efficient corporate fundraising ensured donations exceeded projections and remained considerably higher than those received by Irish charities in 2017. Feed the Heroes engaged in working capital management, including budgeting and cash flow projections. Notwithstanding strong

financial controls, irregular burn rate and cash levels reflect the uncertainty of cash inflow from donors. A comprehensive marketing campaign underpinned the successful crowdfunding campaign. The project efficiently converted social, print and broadcast media interactions into donations. Procurement operations satisfied the four criteria of the OECD's MAPS framework for assessing procurement systems. Notably, unit cost was significantly lower than counterparties indicating strong procurement efficiency. Furthermore, the campaign appropriately distributed assistance to those beneficiaries worst affected by COVID-19.

**Impact** identifies the influence of Feed the Heroes on the economy and society. The campaign produced moderate economic impacts. The initiative's meal suppliers secured an average of five employee roles owing to Feed the Heroes' purchases. Thereby, these employees received 15% higher income than available via social welfare. The project ensured suppliers continued trading with food distributors, facilitating supply chain stability. Meal purchases contributed to 0.5% of foodservice sector sales. The initiative engendered significant societal impacts, generating social solidarity by inspiring individuals, suppliers and other organisations to support frontline staff and society.

**Sustainability** ascertains the possibility of continuous medium and long-term benefits. Feed the Heroes motivated individuals and organisations to perform future altruistic activities, with 74% of meal suppliers, 80% of corporate donors and 83% of individual donors admitting the same. This outcome is resilient as previous charitable behaviour increases its future probability. The campaign positively influenced individuals' support of and appreciation for frontline workers through efficacious utilisation of media channels. However, this opinion change maintains low endurance due to organic deterioration of sentiment and media persuasion. A project playbook outlining key lessons learned supplemented by best practices shall assist future emergency response initiatives. Creative Commons licensing facilitates its broad availability.

Conclusively, the Feed the Heroes campaign achieved extensive effects owing to its rapid deployment, expedient conception of activities and the efforts of volunteers to ensure the project achieved adequate impact. Finally, the initiative provided critical insights to future philanthropic initiatives established in a context necessitating a rapid response and highlights the pertinence of unity to surmounting national challenges.



# Campaign Review

DONATIONS  
TOTAL #

19,367

MEALS  
TOTAL #

201,447



Hospitals  
COVID, ICU, ED  
63%



Laboratories  
Hospitals, NVRL  
15%



Emergency Serv  
Ambulance, Fire, Gardaí  
11%



Testing Centres  
Nationwide  
5%



Tracing Centres  
Nationwide  
2%



Other  
3%

TOTAL FUNDS  
RAISED

€1,427,951

VOLUNTEERS  
TOTAL #

25



VOLUNTEER HRS  
TOTAL #

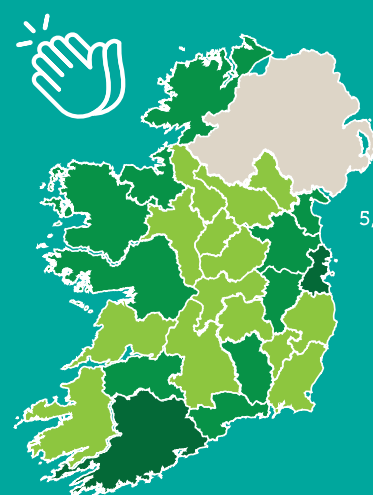
5000+



# CARE BOXES

PHARMACIES, GP/PRIMARY  
CARE CENTRES, NURSING HOMES,  
FRONTLINE CHARITIES

5,298



MEALS  
NATIONWIDE

#fuellingthefrontline

2020

IN-KIND DONATIONS -  
PRODUCT, SERVICES,  
VOLUNTEERS

TOTAL VALUE

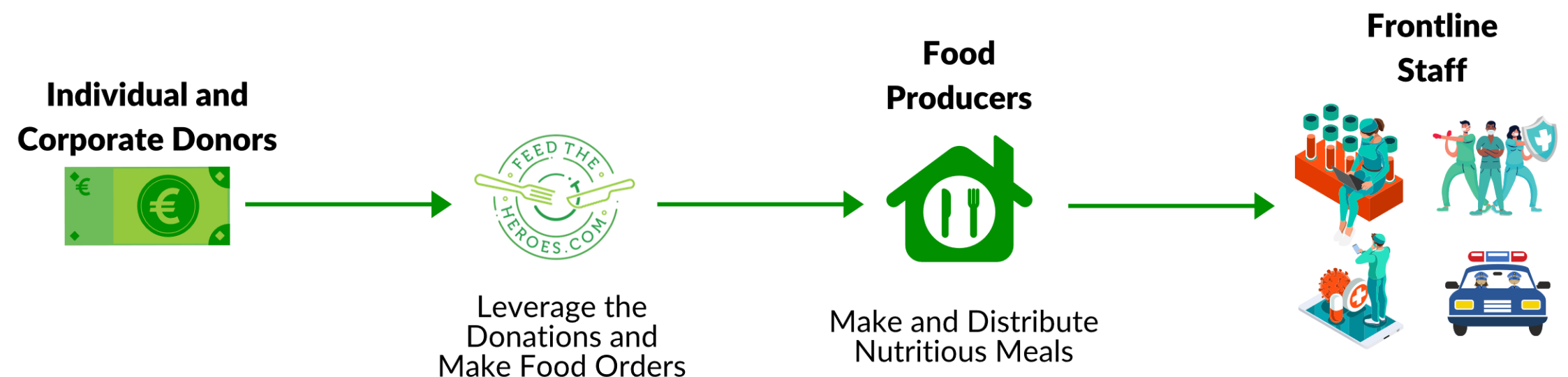
€4,423,800

# Introduction

Feed the Heroes was a limited 14-week philanthropic initiative established with a mission to sustain frontline workers in Ireland during the COVID-19 pandemic. The initiative supported dual objectives – demonstrating public solidarity with and sustaining frontline workers, and supporting Irish food businesses. These objectives were met through the provision of meals and care boxes for frontline staff across Ireland, produced and delivered by local restaurants, caterers and food producers, funded by donations from the public and corporates. Feed the Heroes operated a platform model, undertaking extensive procurement, logistics, fundraising, marketing and financial management operations, thereby facilitating transactions between donors, suppliers and recipients.

The UCD Michael Smurfit Graduate Business School project team was engaged to undertake an impact evaluation of the initiative. This process seeks to appraise the performance of the intervention relative to its planned outcomes, goals, objectives and alignment with comparable projects (Badewi, 2016; Meredith, Shafer and Mantel, 2017; Gray and Larson, 2018). Central to appropriate evaluation lies the ascertainment of, and the principal focus upon, the impact and cost-effectiveness of a project. This facilitates the objectivity of the assessment and ensures elevated accountability (Clements, 2020). Moreover, the completion of such an appraisal enables profound learning and thereby, the improvement of the performance of future projects (Schindler and Eppler, 2003; Duffield and Whitty, 2015).

For the purpose of this report, the contextual background and objectives of the initiative will be firstly outlined, before detailing the research methodology. Secondly, the results of the impact evaluation, completed in line with the OECD DAC evaluation criteria, shall be articulated. Lastly, conclusions will be deducted from these results, highlighting key learnings and best practice for future initiatives.



# Contextual Background

## COVID-19

The emergence of COVID-19 engendered an unprecedented wave of global travel restrictions, culminating in the lockdown of countries across the world and government advice of self-isolation to inhibit the proliferation of the disease (Dhillon and Srikrishna, 2020). Moreover, the ensuing pandemic is broadly recognised as the most significant public health challenge since 1918 (Greenstone and Nigam, 2020). This resulted in a multitude of unforeseen strategies to contend with its occurrence. The implementation of contact tracing sought to identify those individuals who assembled in close proximity to others that tested positive for the virus (HSE, 2020a; Huang, Sun and Sui, 2020). Its success recently yielded the Health Service Executive's (HSE) launch of a contact tracing mobile application, utilising smartphone sensors to enhance the efficacy of the process (HSE, 2020b). Furthermore, the advent of social distancing ensured that over a third of employees were obligated to work from home, with others facing a temporary cease to employment (CSO, 2020d). This initiated an extraordinary economic shock throughout worldwide financial markets which is predicted to exceed that of the Great Depression (Carlsson-Szlezak, Reeves and Swartz, 2020; Harris, 2020).

## Socioeconomic Context

Preceding the outbreak of COVID-19, the Irish economy achieved GDP growth of 8% in both 2017 and 2018 respectively, with the future economic outlook remaining positive (International Monetary Fund, 2019). Furthermore, the unemployment rate, at 4.7%, plummeted to its lowest level since 2007 (CSO, 2020c). However, following the emergence of the pandemic, Central Statistics Office (CSO) statistics indicate that approximately 700,000 individuals, or 30% of the total workforce, became unemployed owing to a dramatic contraction in economic activity (CSO, 2020b). Moreover, the Central Bank of Ireland (2020) anticipated a sharp decline in GDP of up to 13.8% as a consequence of COVID-19. Hence, the COVID-19 emergency engendered stark socioeconomic implications for the nation.





## Stakeholder Impact

### Frontline Workers

Frontline workers maintained considerable challenges in contending with the nascence of the pandemic. Broadly, frontline staff encompass individuals that maintain employment in organisations with direct customer contact in client-facing roles (Schlesinger and Heskett, 1991; Heskett *et al.*, 2008). However, Feed the Heroes classifies frontline workers as those individuals immediately operating in the fight against COVID-19. Consequently, this includes healthcare, contact tracing centre, testing centre, laboratory, Garda and emergency services personnel among others (Feed the Heroes, 2020d). The circumstances surrounding COVID-19 necessitated the working of significantly longer hours, operating away from traditional working environments and ultimately exposure to elevated levels of stress. Furthermore, workers encountered reduced access to catering systems due to excessive demand or their immediate unavailability. Resultantly, this ensured elevated difficulty in performing their roles.



### Irish Businesses

In addition, 24% of Irish businesses ceased trading permanently owing to the prevalence of the pandemic (CSO, 2020a). More pertinently, however, approximately 88% of firms operating in the accommodation and food services sector discontinued their activities upon the materialisation of the pandemic (CSO, 2020f). This provided a potent threat to employment and presented the possibility of liquidation to these firms. Additionally, Bord Bia forecasted a prospective 60% decline in annual revenue for foodservice firms (Bord Bia, 2020b). Therefore, the industry confronted its most significant challenge in history (Dua *et al.*, 2020; Fabius *et al.*, 2020).

### The Public

Subsequent to the emergence of COVID-19, predominantly individuals, notwithstanding those employed in frontline roles, were required to remain in their homes owing to the implementation of a government-imposed lockdown in Ireland to contain the spread of the pandemic (Department of the Taoiseach, 2020b). Further, those unable to seamlessly continue working from home faced a temporary layoff (EY, 2020). However, the government provided financial security to these individuals in the form of the COVID-19 Pandemic Unemployment Payment (Department of Employment Affairs and Social Protection, 2020a). Despite this, with individuals adhering to social distancing guidelines, the public maintained a limited capacity to contribute to the broader fight against the disease.

# Feed the Heroes' Ideology

## Mission

Fundamentally, as aforesaid, frontline workers maintain inordinate challenges in contending with a pandemic scenario which result in reduced access to food and elevated stress. Consequently, in the absence of philanthropic intervention, these valiant individuals would possess little option but to consume nutritionally inferior meals from fast food restaurants and convenience stores. Thus, Feed the Heroes' mission pertained to supporting and exemplifying solidarity with these workers by distributing nutritious meals to efficaciously nourish them, elevate physical wellbeing, increase morale and mitigate stress.

The development of a mission statement was essential to the Feed the Heroes campaign. Fundamentally, it enabled Feed the Heroes to illuminate its idiosyncratic justification for existence (Collis and Rukstad, 2008). Thereby, throughout the intervention it afforded the capacity to focus resource allocation upon domains which reinforced the organisation's objectives, engage in efficacious stakeholder communication and provided direction and purpose to organisational members (Desmidt, Prinzie and Decramer, 2011). This was of particular importance when the initiative received requests for assistance of extraneous nature to that of the project's objectives. Due to a clearly defined mission, volunteers could thereby remain focused upon the core rationale for the intervention's existence.



## Feed the Heroes' Mission

***“Feed the Heroes intends to support and exemplify solidarity with frontline workers by distributing nutritious meals to nourish them, elevate physical wellbeing, increase morale and mitigate stress”***



## Values

The values of an organisation act as a framework that guides the actions of its personnel (Kaplan and Norton, 2008). Moreover, their existence remains vital to organisational effectiveness (Ferguson and Milliman, 2008). However, central to their efficacy lies their clarity and authenticity (Collins and Porras, 1991). Hence, an organisation's values must be formulated from the espoused beliefs of its personnel to facilitate legitimacy (Collins and Porras, 1991). The values of Feed the Heroes were conceived from the rationales for establishing the intervention and the virtues of its volunteers (See Exhibit 1). Therefore, they maintained undoubted validity. Furthermore, a concise range of core values is of paramount importance to ensuring their universal comprehension (Rekom, Riel and Wierenga, 2006). Feed the Heroes articulated six organisational values – empathy, optimism, partnership, trustworthiness, transparency and service to

others. Empirical evidence suggests that this quantity is optimal, thereby facilitating their broad intelligibility (Ferguson and Milliman, 2008).

Authentic core values influence the attitudes and behaviours of individuals in the pursuit of goals (Lencioni, 2002). This was demonstrated by primary research which indicated that all Feed the Heroes volunteers were exceedingly committed to the shared philosophy precipitated by the organisation's values. This remains of central importance as they directed decision-making, ethical behaviour and ultimately the dedication of volunteers to Feed the Heroes' mission (Bourne and Jenkins, 2013).

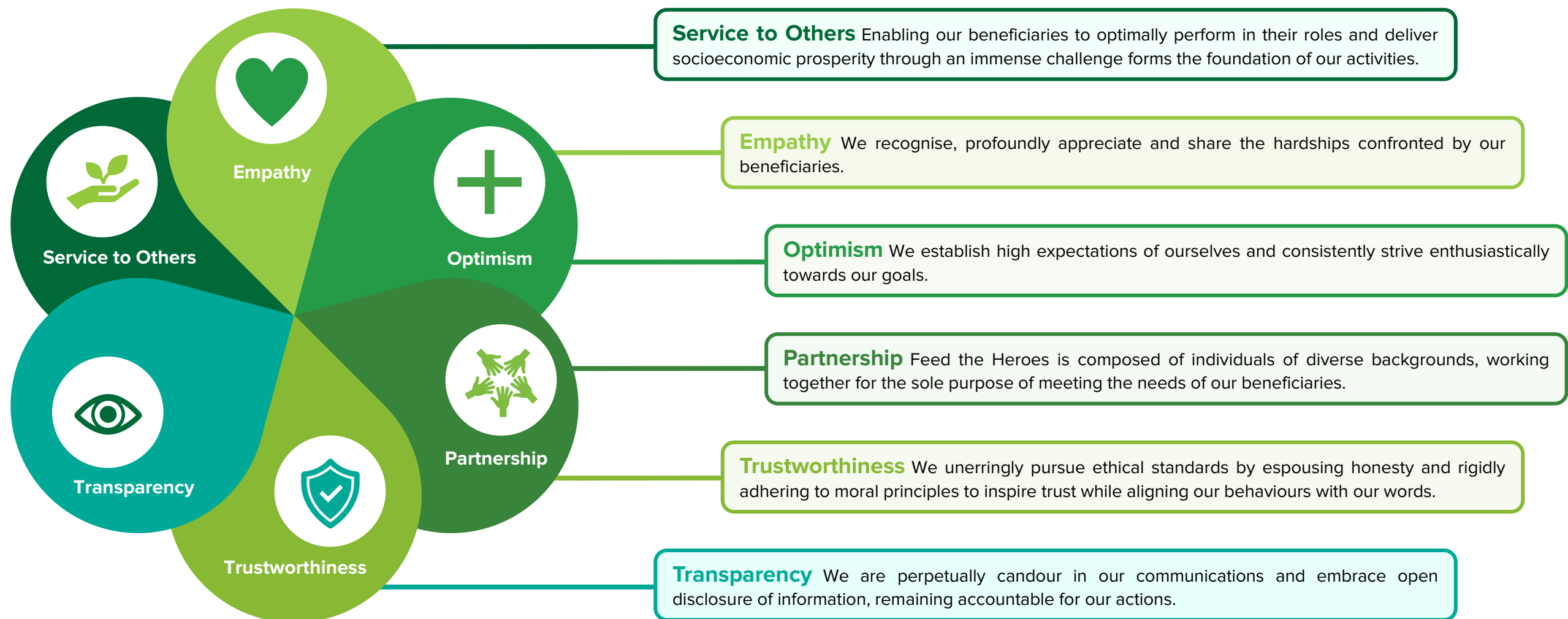


Exhibit 1: Feed the Heroes' Values

# Feed the Heroes' Objectives

## Goals

The Feed the Heroes initiative maintained two central aims (See Exhibit 2). Fundamentally, the campaign pursued the expression of solidarity with and support of frontline workers. This would be achieved through several underlying objectives. Firstly, the project pursued the arduous ambition of raising €1.7 million through a multitude of sources, including philanthropic crowdfunding and corporate donations. This would facilitate the initiative's requisite spending. Second, Feed the Heroes proposed to deliver 225,000 nutritious meals across the country to sustain frontline staff over the projected 12-week fight against COVID-19. Third, the delivery of the aforementioned meals accompanied by encouraging messages sought to elevate their morale. Ultimately, this augmentation of morale would indirectly assist frontline workers to treat those who contracted the virus and thereby mitigate the disease's prevalence.

A secondary aim pertained to assisting those food businesses adversely affected by the emergence of COVID-19. To this end, Feed the Heroes sought to purchase meals from such firms to ensure individuals remained in employment and organisations continued their trading activities. Moreover, as the prevalence of the pandemic significantly increased the importance of cash flow to these firms, Feed the Heroes pursued prompt payment of its suppliers to further facilitate the endurance of their operations.

## Milestones

The creation of winnable milestones across the duration of the Feed the Heroes campaign constituted a critical factor in its success. These pertained to recurrent interim goals regarding the level of funds raised and quantity of meals delivered. Their existence facilitated volunteers to circumvent the prevailing paralysis associated with extensive yet vague objectives (Weick, 1984). Furthermore, these small wins engender elevated engagement, creativity and ultimately, motivation (Amabile and Kramer, 2011). This is referred to as the progress principle, which many respected theoretical frameworks employ as an integral component in accomplishing their objectives (Kotter, 1995). Pertinently, the deployment of winnable milestones remains of paramount importance to philanthropic initiatives owing to their capacity to provide momentum to such interventions (Ditkoff and Grindle, 2017). They further enabled volunteers to elevate commitment, central to attaining extensive impact. This was reflected in primary quantitative research involving Feed the Heroes' volunteers, with all participants indicating high degrees of drive and purpose throughout the campaign. Resultantly, this illustrates their relevance to the project's success.

Aims	Demonstrate Support for and Solidarity with Frontline Staff	Support Food Businesses Affected by COVID-19
Objectives	Raise €1.7 Million	Purchase Meals
	Deliver 225,000 Nutritious Meals	
	Enhance Morale	Ensure Prompt Payment
	Indirectly Assist COVID-19 Treatment and Mitigation	

Exhibit 2: Feed the Heroes' Aims & Objectives

# Assessment Methodology

## OECD DAC Evaluation Criteria

This impact appraisal employs the OECD DAC evaluation criteria (See Exhibit 3). These criteria constitute the most pervasive and the standard methodology of project impact assessment (Ninson, 2018; Clements, 2020). Furthermore, the application of the evaluation criteria is ubiquitous across a multitude of domains including that of project management, philanthropic interventions and government policy (Chianca, 2008; Ngacho and Das, 2014; Økland, 2015). Its purpose pertains to establishing the extent of the relevance, coherence, effectiveness, efficiency, impact and sustainability of an intervention (OECD, 2019). The prominence of the criteria may be ascribed to their efficacy in examining philanthropic initiatives akin to that of Feed the Heroes (Terrapon-Pfaff *et al.*, 2014). In addition, these criteria are perpetually revised to ensure their continual pertinence, which elevates their credibility (Eyben, 2013).

The OECD DAC evaluation criteria seek to ascertain the extent and means through which an intervention achieves its effects by demonstrating the relationship between the intervention's contextual needs and objectives, and its inputs, activities, outputs, outcomes and impacts (Crawford and Bryce, 2003):

- **Inputs** infer the various resources necessary to undertake an intervention and include those of financial, human and material nature.
- **Activities** refer to the endeavours of the project to convert its inputs into particular outputs.
- **Outputs** include the goods and services produced by the intervention.
- **Outcomes** pertain to the short and medium-term effects of the outputs of an intervention.
- **Impacts** are the long-term positive and negative effects of an intervention of primary and secondary origin of intended and unintended nature.

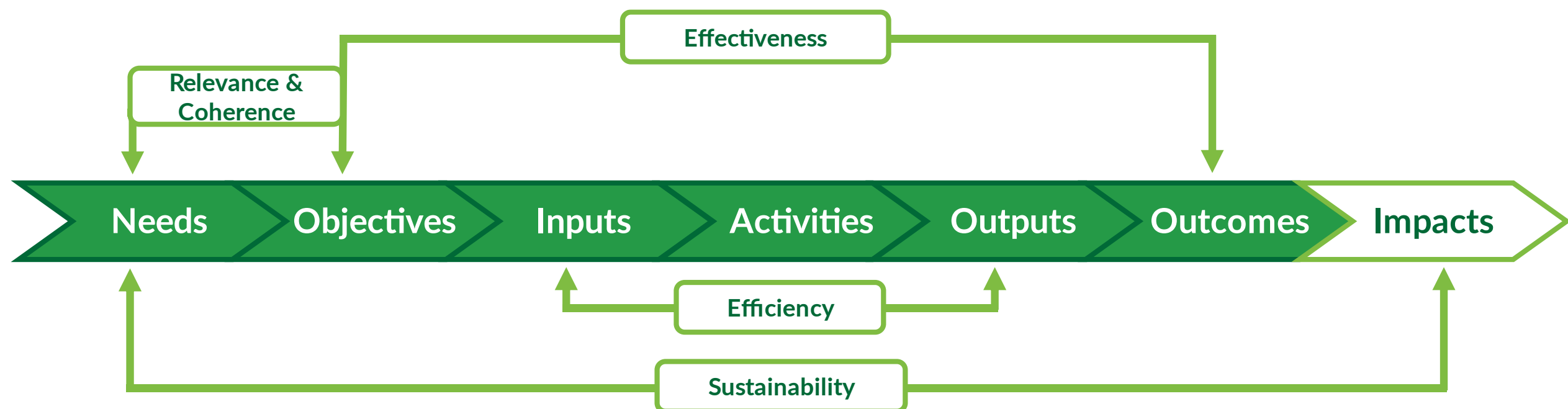


Exhibit 3: Impact Value Chain

## Primary Research

Fundamentally, the primary research implemented in this report emphasised mixed methods. Consequently, this ensured that quantitative research reinforced the findings of completed qualitative research (Venkatesh, Brown and Bala, 2013). Ultimately, its utilisation provides additional value to the overall research findings due to its capacity to reaffirm their validity (McKim, 2017). Prior to the completion of conclusive research, exploratory research was undertaken to attain a preliminary understanding of the constructs necessitating examination and resultantly, the overall research objectives.

Specifically, a situation analysis facilitated the acquisition of pertinent contextual information (Burns, Veeck and Bush, 2017). This stage employed qualitative research involving in-depth semi-structured interviews with members of Feed the Heroes' Board of Trustees (See Appendix 10). The interviewing technique was deployed owing to its capacity to generate profound knowledge of the subjects discussed by interviewees (Granot, Brashear and Cesar Motta, 2012). This may be attributed to the capacity of such qualitative approaches to ascertain the processes underlying individuals' perspectives (McCormack, 2004). Furthermore, their semi-structured nature enabled the ability to obtain responses to specific topics and to investigate spontaneously emerging themes (Doody and Noonan, 2013).

Thereafter, conclusive primary research involving the intervention's principal stakeholders – frontline workers, foodservice firms and donors was completed in conjunction with Feed the Heroes' volunteers (See Appendix 4). This pertained to the use of both qualitative and quantitative methods. Five online surveys pursued responses from in-kind donors, corporate donors, meal suppliers, frontline workers and Feed the Heroes' volunteers (See Appendix 12-16). Due to the small size of the heterogenous populations of Feed the Heroes' volunteers (25), in-kind donors (56), corporate donors (67) and meal suppliers (111), a census constituted the most effective approach owing to its ability to provide the most representative results (Hair *et al.*, 2017).

Furthermore, the remaining survey which targeted frontline workers relied upon convenience sampling stemming from the time constraints in conducting this research. In addition, the magnitude of and difficulty associated with identifying the population of frontline workers precluded the implementation of a census and probability-based sampling methods. The use of a convenience sample facilitated access to a large sample, a core advantage of such a technique (Emerson, 2015). Despite this, the results maintain an inherent lack of generalisability due to the potential for selection bias and an inability to determine sampling error (Brewis, 2014). However, its use provided access to over 180 participants in a concise time period, thus indicating its salience to this research.

A supplementary semi-structured in-depth interview enabled the reinforcement of initial findings, and the transfer of tacit insights from an industry expert (Tracy, 2010). This involved Ross McCarthy, chair of the Irish SME Association and managing director of Keystone Procurement (See Appendix 11). The selection of this research participant relied upon purposive sampling and thus, the judgement of the researchers (Robinson, 2014). Consequently, it allowed the ascertainment of a critical participant beyond which convenience sampling can identify (Etikan, Musa and Alkassim, 2016). Particularly, this provided essential knowledge regarding the domain of procurement and enriched the findings from exploratory research of the circumstances confronted by firms during the COVID-19 pandemic.

All primary research adhered to the core tenets of averting leading, loaded and double-barrelled questions (Burns, Veeck and Bush, 2017; Hair *et al.*, 2017). This ensured the effective mitigation of question bias (Pandelaere and Dewitte, 2006). Moreover, survey piloting limited the potential for non-response and unintentional response errors from participants due to its assurance of appropriate questionnaire design (Andrews, Nonnecke and Preece, 2003). Finally, data cleaning was undertaken to ensure the exclusion of any inaccurate responses (Chu *et al.*, 2016). This thereby elevated the precision of primary research findings.

## Secondary Research

Concurrently, secondary research pertaining to the disparate media channels of Feed the Heroes informed successive conclusive research. This related to analysis of preliminary feedback from stakeholders from Feed the Heroes' social media channels and coverage in print, broadcast and internet media. In addition, further secondary research involving the needs of these stakeholders was conducted to illuminate the areas necessitating further examination. This incorporated emerging developments from published sources and official statistics. Namely, CSO data conveyed the circumstances confronting businesses. Moreover, academic and practitioner-oriented literature, Government of Ireland publications and business newspapers constituted the central exploratory information sources relating to the remaining stakeholders.

Secondary research formed a crucial aspect of the project's conclusive research. Its incorporation enabled an empirically supported critical analysis of Feed the Heroes' operations. This research leveraged the Google Scholar, Scopus and Web of Science citation indexes to facilitate an extensive coverage of literature (Harzing and Alakangas, 2016; Martín-Martín *et al.*, 2018). Additionally, the MarketLine Advantage, Mintel and Passport databases were exploited to assess the situation confronted by the foodservice industry. Similarly, ABI Inform and Business Source Complete constituted vital origins of information in the evaluation of the project activities within the prescribed OECD DAC criteria. Internal Feed the Heroes reports provided central information regarding financial data, stakeholder feedback and marketing. In addition, OpinionX, a market research platform, conducted online focus groups with individual donors, providing profound insights throughout this report (OpinionX, 2020a).



## Academic Literature



## Books



## National Statistics



## Internal Reports



# Impact Evaluation: Relevance

**Relevance** infers the degree to which the stated objectives align with the requirements of donors, beneficiaries and the macroenvironmental context (Chianca, 2008). Relevance remains the most salient of the aforementioned OECD DAC criteria as in its absence, a project cannot achieve the necessitated impact (Klakegg and Haavaldsen, 2011). Therefore, this section shall examine the pertinence of the six espoused objectives of the Feed the Heroes project with socioeconomic conditions and stakeholder needs. Secondly, the projected activities and outputs of the initiative will be assessed to elucidate the efficacy of the project's design in responding to donor, beneficiary and macroenvironmental requirements.



#fuellingthefrontline



# Stakeholder Requirements

## Frontline Workers

Frontline workers are disproportionately impacted by pandemics as they assume substantial responsibility and pressure in ensuring their extenuation (Nagesh and Chakraborty, 2020). COVID-19 posed identical challenges for frontline workers (Williamson, Murphy and Greenberg, 2020). These individuals contended with staff shortages and insufficient quantities of personal protective equipment (Hu *et al.*, 2020). Poignantly, healthcare professionals confronted moral and ethical distress resulting from a dearth of available hospital beds, ventilators and medicine to treat those afflicted by COVID-19 (Jansson and Rello, 2020). Furthermore, these individuals operated with the perpetual fear of bringing the precarious disease home to their families (Blake *et al.*, 2020). In addition, the scale of morbidity and mortality observed by frontline workers has resulted in profound instances of posttraumatic stress (Jansson and Rello, 2020). This is evidenced by healthcare professionals maintaining continual communication with patients on behalf of their families due to an inability to

accompany their relatives. This often extended to frequenting the bedside of dying individuals to provide solace and comfort.

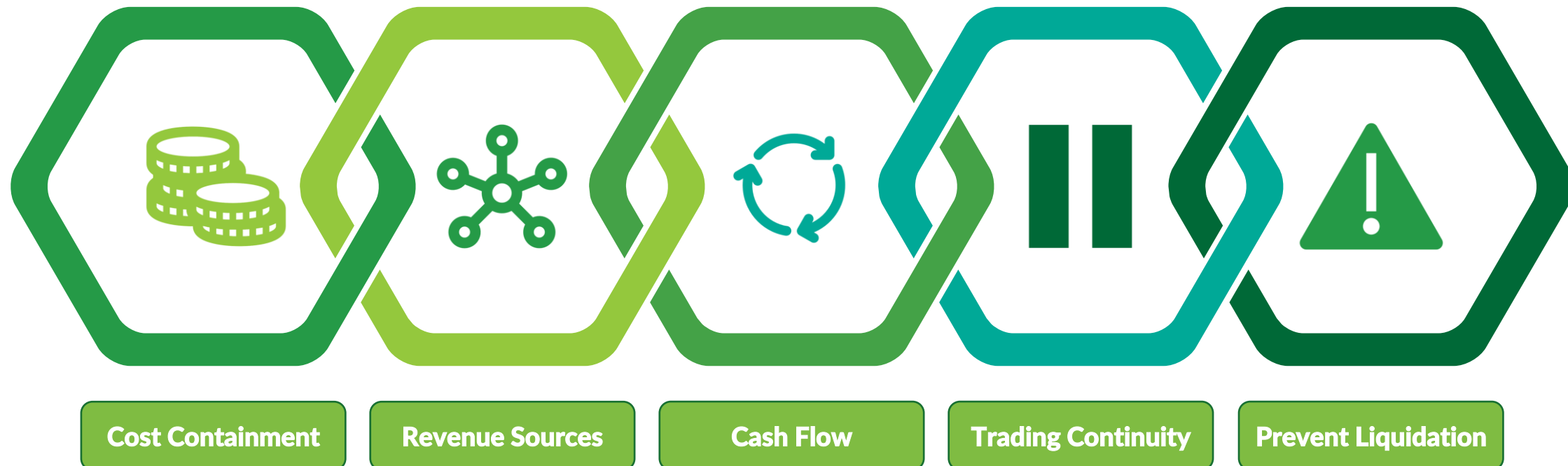
Incredibly, frontline workers encountered stigmatisation and social prejudice as others perceived that they posed a heightened risk of transmitting COVID-19 (Arabi, Murthy and Webb, 2020). Moreover, doctors graduating early from schools of medicine worldwide and those that recently returned to the workforce suffered a paucity of confidence (Willan *et al.*, 2020). Additionally, healthcare professionals frequently performed in alternate roles, in which they maintained inexperience, to meet the demands presented by the pandemic (Willan *et al.*, 2020). These issues were compounded by working excessively long shifts resulting from the aforementioned staff shortages (Nyashanu, Pfende and Ekpenyong, 2020). Stemming from these difficulties, frontline workers faced astounding rates of stress, anxiety, fear, loneliness, depression and burnout (Hu *et al.*, 2020; Jansson and Rello, 2020).



## Food Businesses

A survey completed in March 2020 by Gartner – an industry leading research and advisory firm – indicated that a mere 12% of participants believed that their organisations were adequately placed to contend with the consequences of COVID-19 (Gartner, 2020). Resultantly, many firms experienced considerable challenges in maintaining business continuity during the pandemic (Mody and Jeruchimowitz, 2020). The revenue of a myriad of businesses plummeted, with no sector affected worse than that of accommodation and food services in Ireland (CSO, 2020a; PwC, 2020a). Accordingly, research from PwC – a multinational professional services firm – illustrated that 98% of Irish businesses anticipated a discernible impact upon annual revenue, with approximately 80% of organisations expecting a decline exceeding 10% (PwC, 2020b, 2020c).

Furthermore, Ibec – the largest business lobby organisation in Ireland – identified critical challenges in the domains of liquidity as businesses struggled to access credit and maintain adequate cash flow, and lost sales due to the deferral of orders or temporary closure of outlets (Ibec, 2020). Other core constraints existed in the form of access to logistics to enable delivery of products, and cost containment owing to precarious fixed costs (Kilpatrick and Barter, 2020). Ultimately, businesses necessitated the rapid identification of alternate revenue sources, implementation of cost containment measures and improvement of cash flow to prevent a temporary cease of trading and thereby limit the possibility of liquidation.





## Donors

A focus group involving individual donors indicated that the public maintained three central requirements following the emergence of COVID-19 (OpinionX, 2020b). Primarily, these individuals sought to contribute to the country's response to the pandemic, but as they remained at home, sparse opportunity existed to support national interventions. This was reinforced by primary and academic empirical research findings (Bin-Nashwan *et al.*, 2020). Further evidence suggested that individuals recognised the importance of frontline workers in overcoming the challenges associated with COVID-19. This has arisen worldwide with social support for frontline employees ubiquitous (Hou *et al.*, 2020). However, these individuals also remained acutely aware of the profound pressure exerted upon local businesses, particularly in the food services sector. Hence, they aspired to assist these firms maintain their operations.

Corporations ascertained that the prevalence of the disease provided a beneficent opportunity to demonstrate their commitment to CSR. This can be attributed to organisations' perceptions of COVID-19 as an instrument to demonstrate genuine and authentic CSR (He and Harris, 2020). This was underlined by primary research involving corporate donors to the campaign. Respondents indicated that commitment to CSR formed an integral motivator for donation. Furthermore, in-kind donors, in the form of businesses, expressed that the pandemic necessitated a reaction involving elevated media exposure to surmount the sharp decline in trading. This constitutes a critical issue for SMEs (small and medium-sized enterprises) which represented the worst affected businesses by the crisis (Brown, Rocha and Cowling, 2020). Resultantly, these firms sought to reevaluate their marketing efforts to meet the dynamic environment (Donthu and Gustafsson, 2020). However, in-kind donors unanimously agreed that a legitimate desire to assist those in need formed the primary rationale for donation.



# Relevance of Objectives

## Frontline Workers

As a key stakeholder, Feed the Heroes' objectives exhibited unfailing congruence with the requirements of frontline workers. The initiative intended to provide a platform for the public to express solidarity with and appreciation of frontline workers. This remains critical to elevating the confidence of these individuals. Such approaches have demonstrated a capacity to enhance the confidence of persons in analogous arenas (Christiansen and Petersen, 2001). Furthermore, Feed the Heroes' objectives enable frontline staff to observe the rarity of prejudice among the public through the articulation of national unity (Molina, Phillips and Sidanius, 2015).

Frontline Worker Requirements	Relevance of Objectives
Confidence of returning and new doctors	● ● ● ● ○
Confidence performing new roles	● ● ● ● ○
Availability of personal protective equipment	● ○ ○ ○ ○
Social prejudice and stigmatisation	● ● ● ● ●
Psychological and physiological strain	● ● ● ● ●
<b>Total</b>	● ● ● ● ●

**Table 1: Relevance to Frontline Worker Requirements**

Additionally, the delivery of nutritious meals would facilitate recovery from physiological strain while simultaneously elevating morale to extenuate psychological stress. Such interventions have demonstrated efficacy in augmenting frontline employee morale, thus indicating its relevance (Croll *et al.*, 2020). Conversely, however, frontline workers necessitated personal protective equipment due to the prevailing shortage. But, Feed the Heroes abstained from sourcing these supplies due to the lack of consistency of this need with others. Consequently, this allows more efficacious project outcomes owing to broad comprehensibility of objectives and a streamlined implementation (Goold and Campbell, 1998).





## Food Businesses

The objectives of the Feed the Heroes campaign assert extensive alignment with the needs of businesses in the context of the pandemic. Firstly, the volume purchasing of meals by the organisation facilitates an appreciable reduction in costs. Principally, the nature of this procurement enables suppliers to spread fixed costs, including rent and employee remuneration, over a larger output (Niraj, Gupta and Narasimhan, 2001). Consequently, this reduces firms' average fixed costs. Furthermore, businesses benefit from the certainty and stability associated with volume purchasing, and the minimal ordering cost relative to smaller orders (Howell and Soucy, 1990; Cannon and Homburg, 2001). Secondly, Feed the Heroes' meal purchasing provides food services firms with the requisite auxiliary source of revenue to alleviate the shortfall generated by the government-imposed lockdown. Third, the campaign's commitment to expeditiously settle invoices contributes to the enhancement of the working capital of suppliers, which remained of paramount importance to businesses. The elimination of significantly deferred customer payments extenuates the financial distress experienced by SMEs (Peel, Wilson and Howorth, 2000). Ultimately, these actions enable firms to continue trading which assists in mitigating the possibility of liquidation (Ho, Ouyang and Su, 2008; van der Vliet, Reindorp and Fransoo, 2015).

Business Requirements	Relevance of Objectives
Cost containment	● ● ● ○ ○
Alternate revenue sources	● ● ● ● ○
Improve cash flow	● ● ● ● ●
Prevent temporary cease of trading	● ● ● ● ●
Limit possibility of liquidation	● ● ● ● ○
<b>Total</b>	○ ● ● ● ●

**Table 2: Relevance to Business Requirements**

## Donors

Donor Requirements	Relevance of Objectives
Contribute to COVID-19 response	● ● ● ● ●
Demonstrate appreciation of frontline workers	● ● ● ● ●
Support local businesses	● ● ● ● ○
Corporate social responsibility	● ● ● ● ●
Media exposure	● ● ● ● ○
<b>Total</b>	● ● ● ● ●

**Table 3: Relevance to Donor Requirements**

The Feed the Heroes platform presented the potential for prospective donors to assist Ireland's response to the COVID-19 emergency. Concurrently, the initiative offered an outlet to emphasise gratitude for the efforts of frontline workers. Moreover, the capacity to donate, would enable individuals to indirectly support solely local restaurants. This largely fulfils the ambitions of donors to arbitrarily aid businesses, as food firms were disproportionately affected by the pandemic (CSO, 2020a). COVID-19 posed a benevolent and omnipotent opportunity for businesses to engage in CSR (He and Harris, 2020). Feed the Heroes' pursuit of corporate donations facilitated firms to undertake such activities in an accessible manner. Associated with this lay the modest potential to attain the media exposure which accompanied the campaign.

# Impact Evaluation: Coherence

**Coherence** involves the observed cohesion of the initiative with others undertaken in the immediate environment (OECD, 2020a). This assesses the degree that the project remains compatible with others and thereby the presence of synergy between undertaken initiatives (United Nations, 2019). Conversely, it illuminates the potential duplication of effort between projects and resultantly the limited ability of the initiative to produce value for stakeholders. Coherence may be categorised into two distinct dimensions – internal and external (Farmery *et al.*, 2019). Internal coherence attempts to elucidate the alignment between the objectives of the focal initiative (Sianes, 2017). Contrarily, external coherence maintains two facets – horizontal and vertical (Deters, 2018).

Horizontal coherence examines the consistency of the initiative with other analogous interventions (Nilsson *et al.*, 2012). This extends to the level that they targeted similar beneficiaries and pursued distinct objectives to ensure elevated effectiveness (Gauttier, 2004). Furthermore, vertical coherence analyses the uniformity of the project with national policy. This section seeks to ascertain the extent to which the Feed the Heroes campaign maintained congruency with other initiatives undertaken throughout Ireland during the COVID-19 pandemic. Moreover, it pinpoints the harmony of the project's objectives with those of others within the country and thereby, the elevated capacity of the initiative to provide value for stakeholders. Finally, the extent to which objectives supported others and the overall aims of the project shall be assessed to elucidate internal coherence.



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# External Coherence

## Vertical Coherence

As the Feed the Heroes project directed its efforts towards Ireland, this eliminates the employment of an assessment of international vertical coherence. Therefore, this analysis shall concentrate upon the alignment of the campaign's objectives with those of national policies. The Department of Health employed a three-phase strategy to contend with the public health emergency associated with COVID-19 (Department of the Taoiseach, 2020a). This included the distinct facets of containment, delay and mitigation (Department of Health, 2020b).

Throughout the completion of the Feed the Heroes campaign, the country remained in a delay phase. This refers to an approach intended to inhibit and depress the diffusion of the virus across the population (See Exhibit 4) (Maier and Brockmann, 2020). Accompanying the strategy lay the perennial rhetoric of 'flattening the curve' which sought to reduce the peak rates of morbidity and mortality (Anderson *et al.*, 2020; Pope, 2020). This enables hospitals to confront the pandemic in a more effective manner due to appropriate capacity management (Bedford *et al.*, 2020). Consequently, this supports frontline workers in their roles by limiting distress and supporting psychological wellbeing.

Concurrently, government policy sought to aid those firms negatively affected by the emergence of COVID-19 (Department of Business, Enterprise and Innovation, 2020b). Therefore, the government extended supports centred around four objectives (See Exhibit 5). First, this pursued the enhancement of businesses' working capital by providing finance to enable adaptation to the operating environment associated with COVID-19 (Strategic Banking Corporation of Ireland, 2020). Second, microfinance was presented to small firms and sole traders to allow business continuity (Microfinance Ireland, 2020). These supports would facilitate the fundamental outcomes of enabling the restructuring of organisations and the constant capacity to trade (Humphreys, 2020).

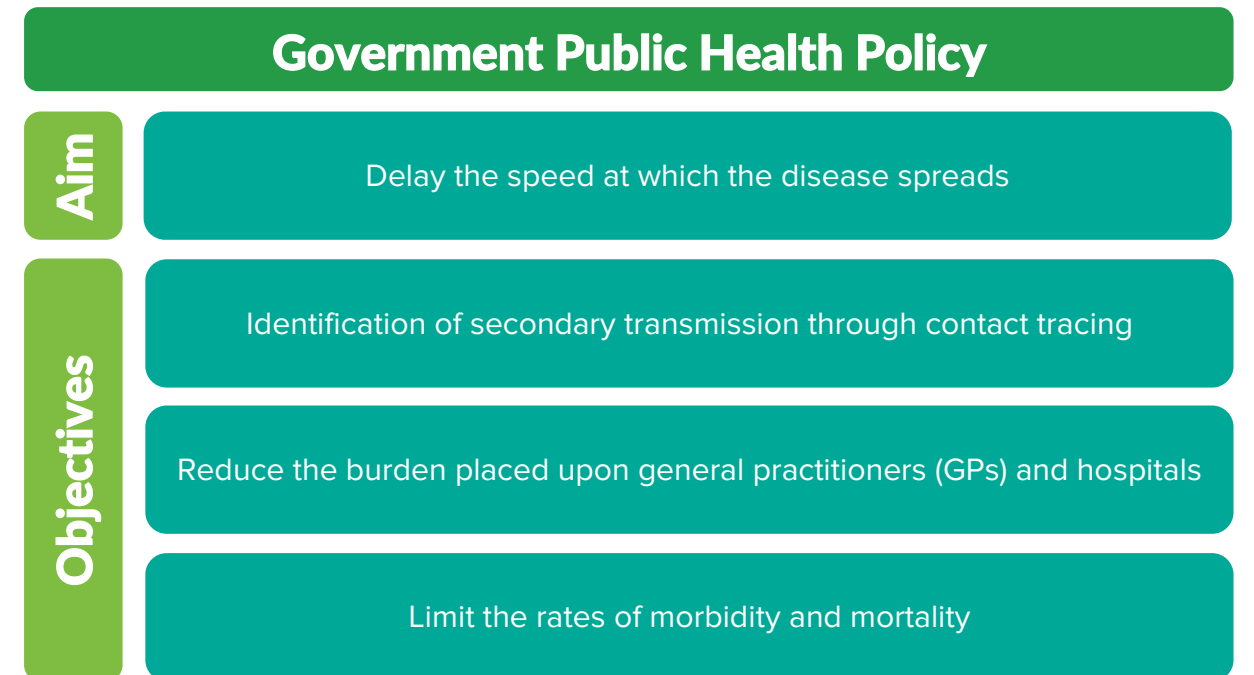


Exhibit 4 (Department of Health, 2020a)

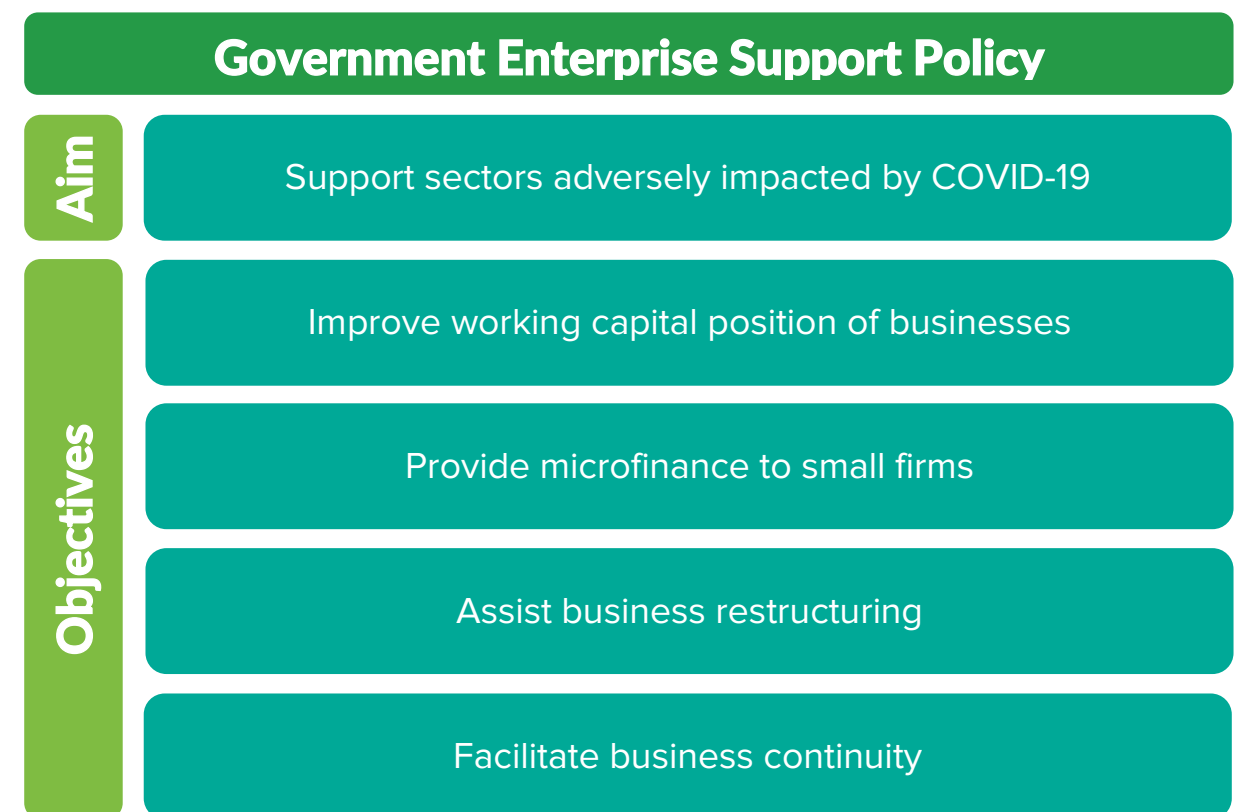


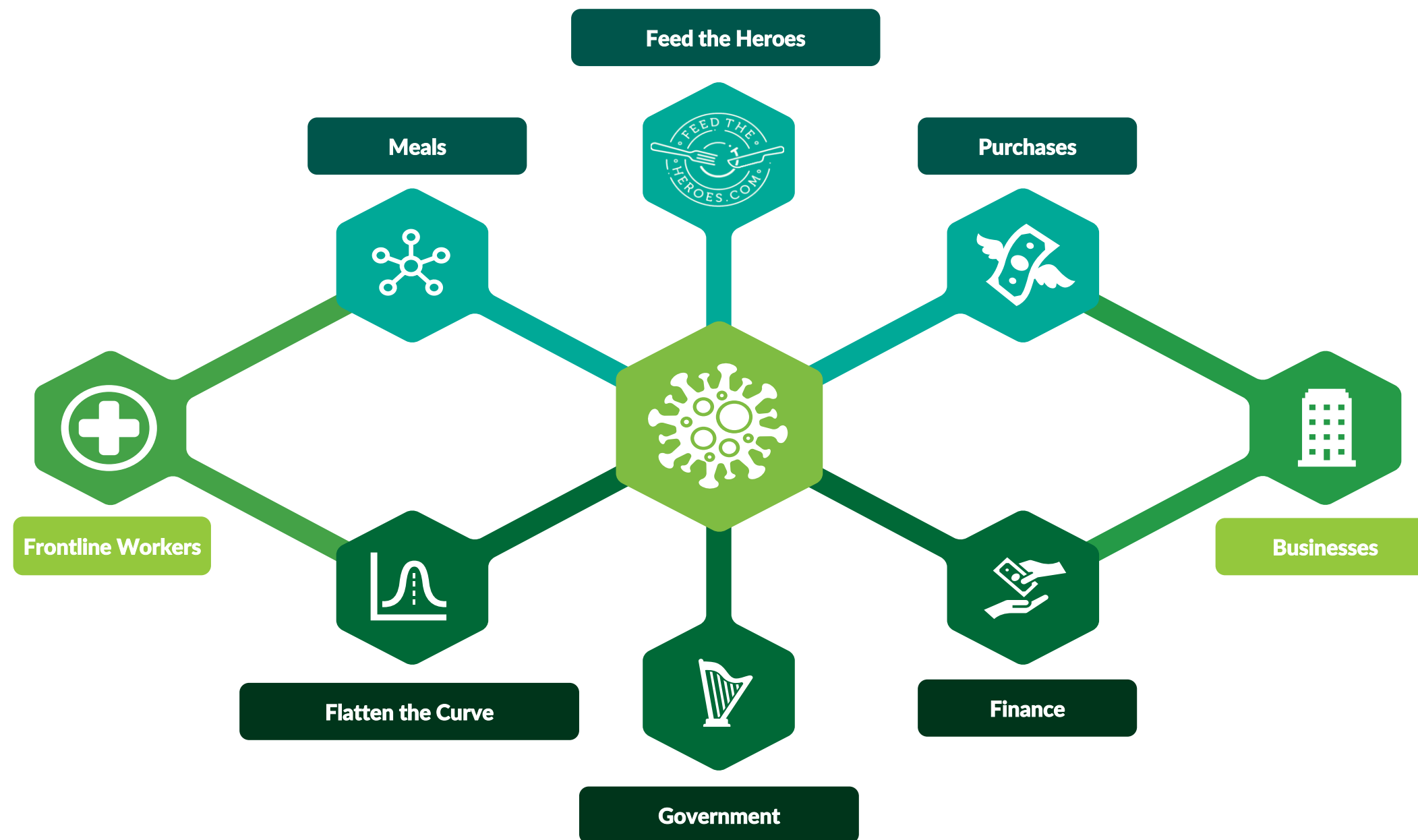
Exhibit 5 (Department of Business, Enterprise and Innovation, 2020a)



The objectives of the Feed the Heroes campaign exhibited substantial coherence with national policy. The expression of solidarity and support for frontline staff through the delivery of meals reinforced the government's efforts of extenuating the pressure exerted on those individuals by flattening the curve. The government further illustrated these aspirations through the Shine Your Light campaign, appreciating the efforts of these workers and those who lost their lives during the pandemic (Department of Foreign Affairs, 2020). Additionally, Feed the Heroes' meal purchases from detrimentally affected businesses exhibited profound synergy with the government's extension of financial supports to organisations.

These idiosyncratic approaches distinctively assist firms to enhance their liquidity. Firstly, government loans would enable elevated financial flexibility, safeguarding businesses against volatility, which remained critical during the pandemic (Gamba and Triantis, 2008). Moreover, this ultimately generated the requisite liquidity necessary to contend with inescapable fixed costs (Huberman, 1984). This coincided with Feed the Heroes' pursuit of volume purchasing with prompt payment to ensure sufficient cash flow.

## Feed the Heroes' Vertical Coherence



## Horizontal Coherence

Simultaneous to the implementation of the Feed the Heroes initiative, a plethora of organisations strove to assist various stakeholders afflicted by the presence of COVID-19 (See Appendix 5). This varied from existing charities and corporates to new partnerships and individual fundraisers. Charities such as Dogs Trust, the St. James's Hospital Foundation and the Beaumont Hospital Foundation sought to support frontline staff by identifying individuals to care for their pets and providing additional resources to healthcare workers (Beaumont Hospital Foundation, 2020; Dogs Trust, 2020; St. James's Hospital Foundation, 2020). Furthermore, Avolon – an aircraft leasing company – raised €350,000 to charter an airliner to deliver 440,000 pieces of personal protective equipment to frontline workers (Avolon, 2020; Bowers, 2020).

Concurrently, the Open Source Ventilator project and the COVID Response Team partnerships pursued the development of an affordable ventilator to meet the dramatic rise in worldwide demand (COVID Response Team, 2020; Open Source Ventilator, 2020). GMIT volunteers manufactured personal protective equipment and chefs partnered to create the Féasta cookbook to provide funds to aid the Mater Misericordiae, Mercy and Galway university hospitals (GMIT, 2020; RTÉ, 2020a). Other initiatives, including Good Grub, supported children from disadvantaged DEIS Schools, and the food industry, by providing nutritious food (Good Grub, 2020). Finally, The Circular – a restaurant located in Dublin – established an intervention it referred to as Feed the Frontline, which assisted healthcare workers in St. James's Hospital by fundraising and donating pizza (The Circular, 2020).

Significant coherence existed between comparable campaigns and the activities of Feed the Heroes (See Exhibit 6). Moderate to high beneficiary coherence was observable between all initiatives and Feed the Heroes. Resultantly, these external interventions sought to assist similar stakeholders to those of Feed the Heroes. Campaigns such as those undertaken by Avolon, Dogs Trust, the COVID Response Team and the Open Source Ventilator project exhibited extensive alignment in this regard due to their broad support of frontline workers. Conversely, others that include Feed the Frontline, the Beaumont Hospital Foundation and the St. James's Hospital

Foundation demonstrated lesser congruence due to their narrower targeting of frontline workers in specific organisations. Finally, Good Grub evidenced reduced beneficiary coherence due to its concentration upon solely a secondary stakeholder of Feed the Heroes, in food businesses.

Principally, moderately high objective coherence existed across analogous projects, indicating that the activities of Feed the Heroes reinforced those of other initiatives. Thus, synergy materialised between nationwide projects as Feed the Heroes assisted beneficiaries in distinct means to that of similar interventions. Moreover, initiatives that include Avolon, Dogs Trust, GMIT Project Visor, the COVID Response Team and the Open Source Ventilator project illustrated high mutual enhancement of Feed the Heroes' objectives in supporting frontline workers by utilising alternate approaches. However, other interventions demonstrated potential for duplication of effort such as Feed the Frontline, due to its pursuit of objectives that were broadly indistinguishable from those of Feed the Heroes. Despite this, the remaining projects displayed a capacity to support Feed the Heroes' activities.

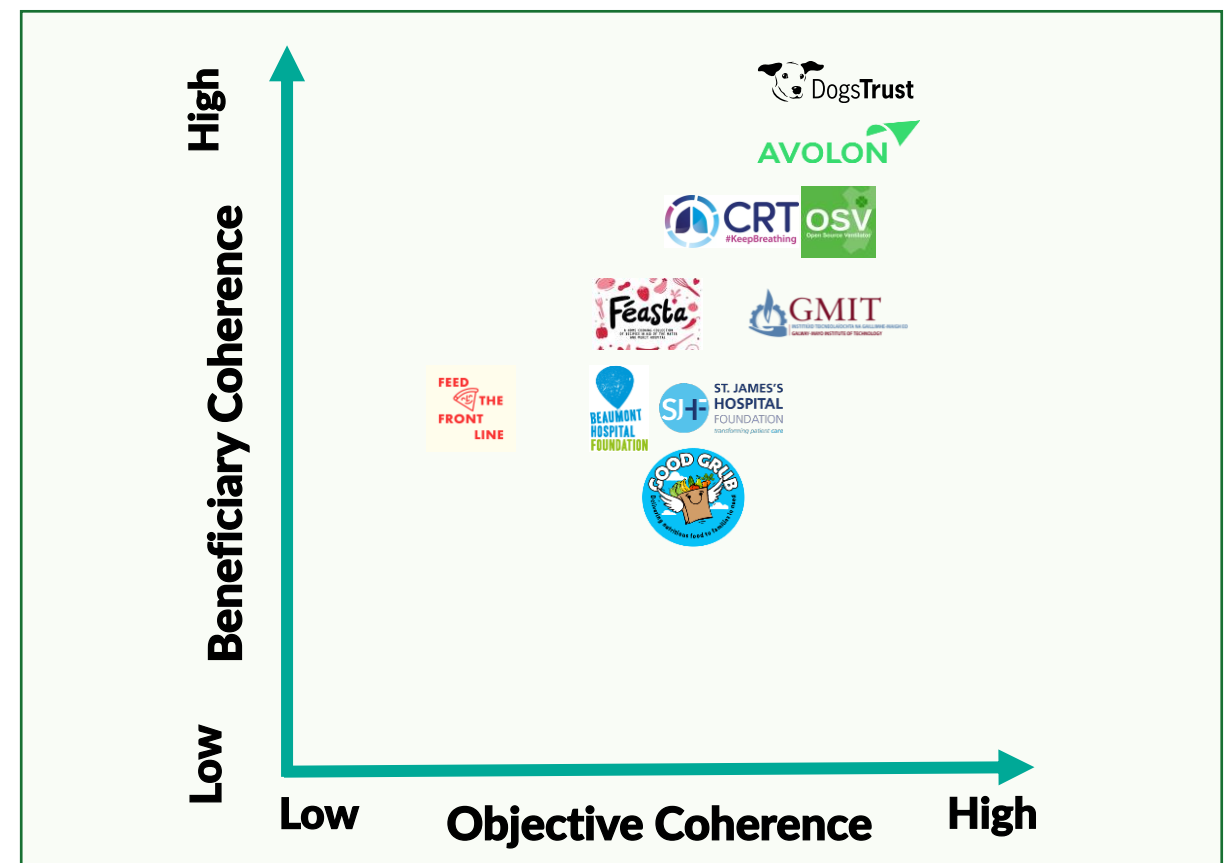


Exhibit 6: Horizontal Coherence

# Internal Coherence

Feed the Heroes' objectives largely evidenced a potent capacity to mutually reinforce other objectives and their respective aims (See Exhibit 7). The objectives of purchasing and delivering 225,000 meals to frontline workers, and raising €1.7 million to achieve this end, demonstrated absolute coherence. Consequently, completing these objectives would assist the initiative in its attainment of the remaining objectives and enable the achievement of overall aims. Further, the enhancement of frontline staff morale substantially contributes to the aims of Feed the Heroes, facilitating support for and solidarity with these individuals. This objective illustrates extensive alignment with others due to its association with the delivery of meals and fundraising. Additionally, ensuring expeditious supplier payment allowed the initiative to help firms, hence assuring high congruence with the project's aims, despite its moderate harmony with

other objectives. Conversely, indirectly assisting the mitigation of COVID-19 exhibited a lesser capacity to support the remaining objectives. But, it demonstrated moderate potential to enhance Feed the Heroes' aims owing to its relationship with supporting frontline workers and businesses.

The presence of objectives with low to moderate coherence may be attributed to the context in which Feed the Heroes operated (Carbone, 2008; Siitonen, 2016). Ostensibly, the predetermined aims of the intervention present an apparent possibility of conflict. Fundamentally, the support of frontline workers necessitated the procurement of meals at the lowest attainable price to assist the greatest number of individuals. However, supporting food businesses required firms to achieve a certain level of profitability to ensure fixed costs were met (Chen and Simchi-Levi, 2004). Observation of the environment presented by COVID-19 unveils that multifaceted issues existed, with businesses and frontline workers equally disadvantaged from the emergence of the pandemic. Thus, Feed the Heroes valiantly strove to aid both stakeholders by harmonising their respective needs in formulating its objectives. Resultantly, although modest coherence existed in part, the campaign effectively optimised its objectives to conform to contextual factors.

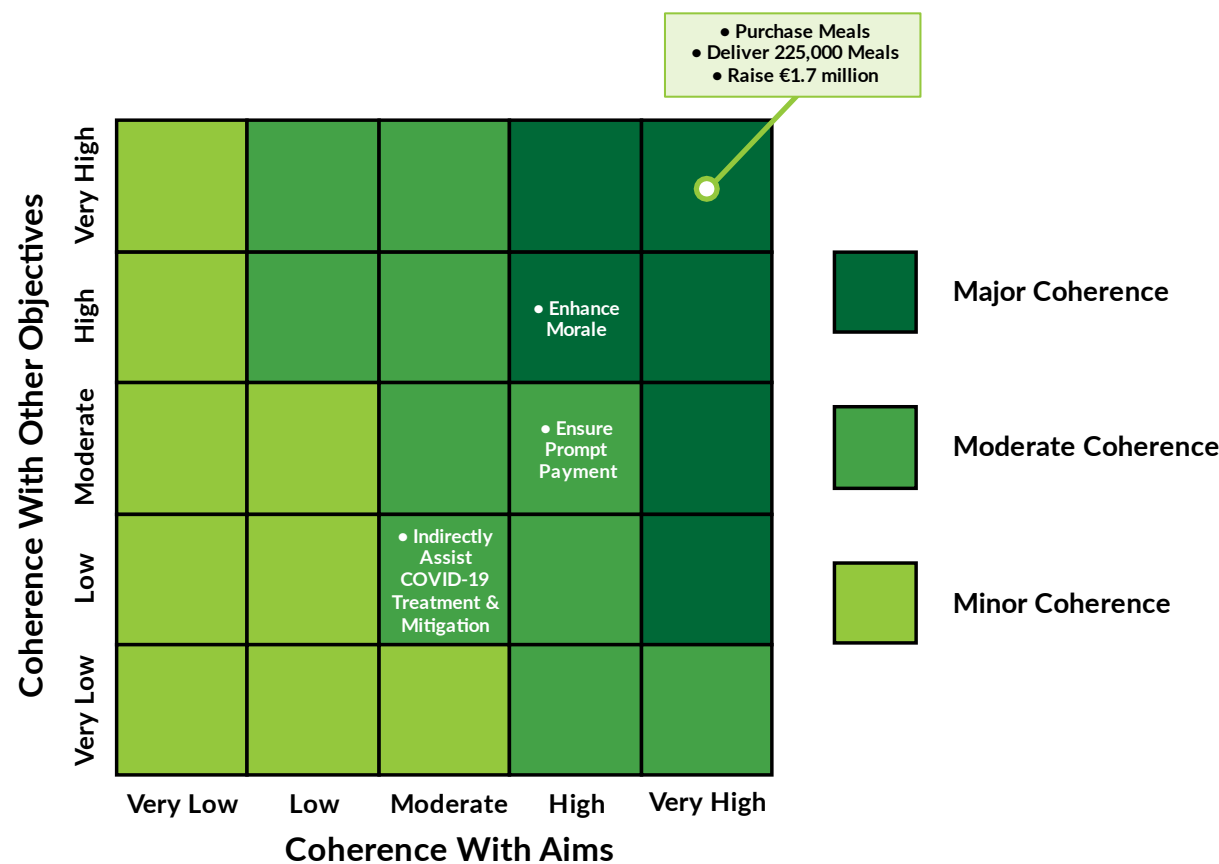


Exhibit 7: Internal Coherence



# Impact Evaluation: Effectiveness

**Effectiveness** refers to the extent to which an intervention achieves its predetermined objectives (Australian Development Agency, 2009; Ngacho and Das, 2014). Its assessment enables the ascertainment of the cumulative value produced by a project relative to these objectives (OECD, 2019). Moreover, an accurate appraisal of effectiveness remains predicated upon the unambiguous definition of project objectives and the conduction of qualitative and quantitative analysis to discern an intervention's outcomes (OECD, 2014). This facilitates the identification of the core reasons underlying the success or failure of a project to accomplish its objectives (Chou and Leatemala, 2016; Rutherford, Hills and Le Tissier, 2020). Thus, under this criterion, the outputs of money raised, prompt supplier payment, meals purchased, and meals delivered, will be assessed. Subsequently, outcome effectiveness shall be elucidated by evaluating the change in frontline worker morale and the ability of the initiative to indirectly reduce the prevalence of COVID-19.



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# Aim 1: Support & Solidarity

Projected Objectives	Objective Type	Result	Effectiveness of Outputs and Outcomes
Raise €1.7 Million	<b>Output</b>	Raised €1,428,351	●●●●○
Deliver 225,000 nutritious meals	<b>Output</b>	Delivered 201,447 nutritious meals	●●●●○
Enhance morale	<b>Outcome</b>	Morale enhanced	●●●●●
Indirectly assist COVID-19 treatment and mitigation	<b>Outcome</b>	Marginally assisted COVID-19 treatment and mitigation	●●●○
<b>Total</b>			●●●●○

**Table 4: Aim 1 Effectiveness**

## Fundraising & Meal Delivery

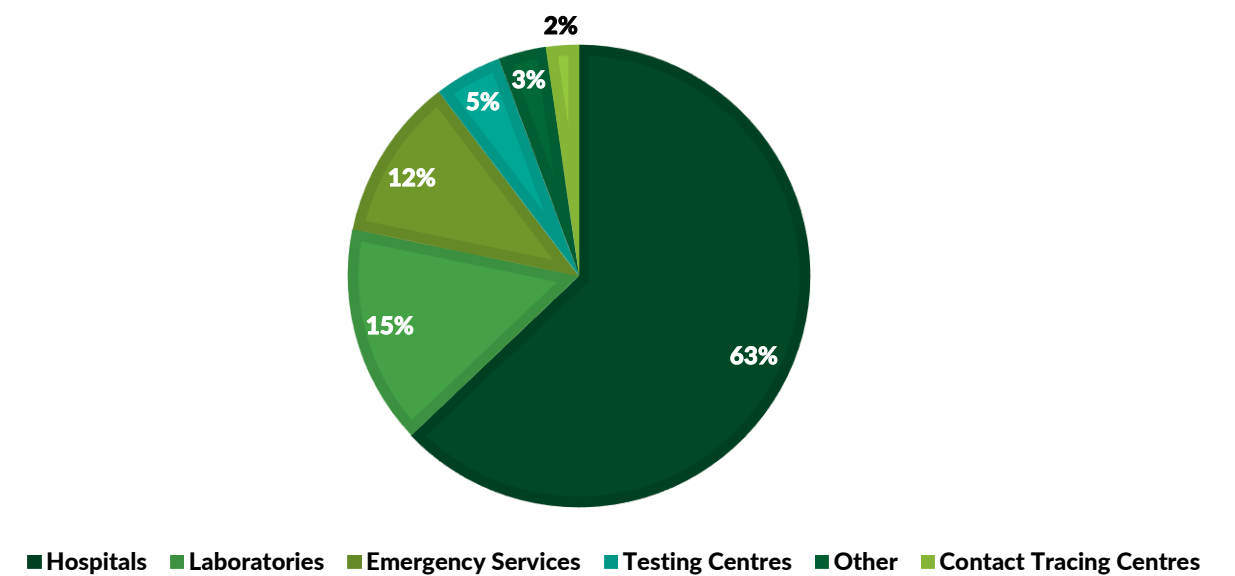
Feed the Heroes raised €1,428,351 upon conclusion of the campaign (See Table 4). Therein, Feed the Heroes received 19,367 donations, including 19,300 from crowdfunding and 67 from corporate sources. Furthermore, €4,423,800 of in-kind donations were obtained from a diverse range of firms including Dominos, Camile Thai, OpinionX and Volkswagen. However, those donations which maintained a lack of congruence with Feed the Heroes’ objectives or were received subsequent to the termination of the initiative, were referred to other non-profit organisations necessitating assistance.

During the campaign, Feed the Heroes utilised its public relations, digital marketing and networking capabilities to attain donations from the public. Specifically, Feed the Heroes leveraged digital channels including LinkedIn, Facebook, Instagram, Twitter, email and the campaign’s website to document its activities. These aforementioned social media platforms are highly effective in philanthropic fundraising (Okada, Ishida and Yamauchi, 2017). Equally, they proved vital to Feed the Heroes’ fundraising activities. In addition, the campaign received paid advertising credits from Facebook,

which augmented digital channel engagement, substantially contributing to the achievement of objectives (O’Flaherty, 2020).

Concurrently, Feed the Heroes delivered 201,447 nutritious meals to 143 sites across the country. 63% of meals were delivered to hospitals, 15% to laboratories, 11% to emergency services, 5% to COVID-19 testing centres, 2% to contact tracing centres and 3% to other frontline staff sites (See Exhibit 8). Further to this, the campaign supplied 5,298 care boxes to pharmacies, general practitioners, primary care centres, nursing homes and frontline charities. These care boxes contained a variety of snacks intended to elevate morale. But, to align itself with the Charities Regulator’s food aid guidelines and to efficaciously nourish frontline staff, Feed the Heroes’ primary output comprised of nutritious meals (Charities Regulator, 2018b). The initiative ultimately produced 38 times more nutritious meals than care boxes, demonstrating its commitment to sustaining frontline workers.

### Distribution of Meals by Beneficiary



**Exhibit 8**

However, Table 4 exhibits that Feed the Heroes failed to entirely achieve its stated objectives. The campaign's activities mirrored the prevalence of COVID-19 and the associated frontline staff demand for catering services. HSE statistics indicate that COVID-19 cases in Ireland started to decline from the project's fifth operating week – 19<sup>th</sup> April 2020 (HPSC, 2020) (See Exhibit 9). Accordingly, the pressure exerted upon frontline workers gradually reduced. These external factors affected Feed the Heroes' fundraising and capacity to deliver meals, resulting in the initiative's failure to accomplish the relevant objectives. Although Feed the Heroes did not achieve the articulated objectives, they nonetheless illustrated high cumulative effectiveness owing to declining external environmental demands.

## Enhancement of Morale & COVID-19 Mitigation

As the public sector navigated through the COVID-19 crisis, frontline workers experienced multifaceted strain upon their physical and mental health (World Health Organization, 2020). Work intensity and inadequate rest engendered an increase in the morbidity rate of COVID-19 among healthcare workers (Wang, Zhou and Liu, 2020). Resultantly, they accounted for 30% of all COVID-19 cases in Ireland (HPSC, 2020). Under these circumstances, as abovementioned, many healthcare workers reported increased anxiety, depression and consequently, reduced morale (Du *et al.*, 2020; Greenberg *et al.*, 2020; Yang *et al.*, 2020). However, Feed the Heroes enhanced frontline workers' morale by delivering meals and inspirational messages to these individuals (See The Frontline Heroes, p. 27). Moreover, 90% of frontline staff surveyed, acknowledged that receiving nutritious meals and care boxes elevated their productivity, resulting from elevated morale. Consequently, this increased productivity marginally assisted the treatment and mitigation of COVID-19.

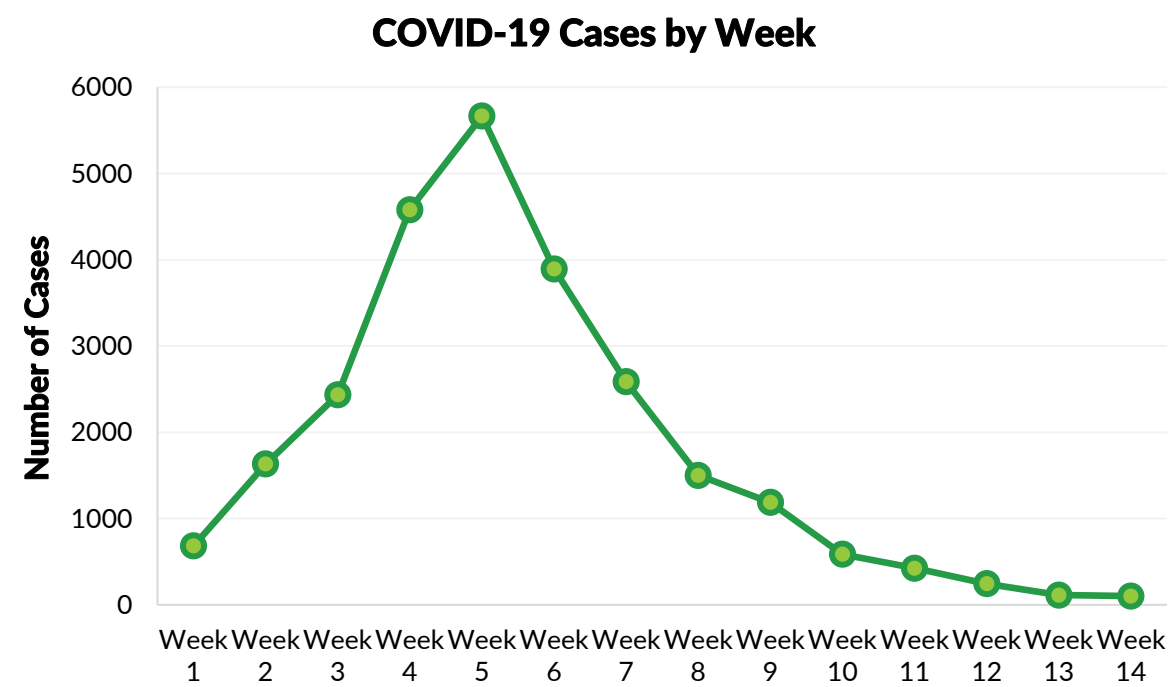


Exhibit 9

(HPSC, 2020)



## The Frontline Heroes

The UCD National Virus Reference Laboratory (NVRL), established in 1963, operates under the University College Dublin School of Medicine (University College Dublin, 2020). The NVRL was recognised by the World Health Organisation as the National Influenza Centre for Ireland, and thereby plays a key role in the extenuation of a pandemic (Coughlan *et al.*, 2018). The NVRL's activities involve conducting pathological diagnosis for the Irish public health sector (UCD National Virus Reference Laboratory, 2020a). Additionally, the Sligo University Hospital (SUH) Laboratory provides comprehensive pathology services including biochemistry, blood transfusion, histopathology and microbiology, and operates under the Saolta University Health Care Group (Saolta, 2020). Scientists operating in the laboratory were central in developing reagents to increase Ireland's COVID-19 testing capacity (Magnier, 2020).

During the COVID-19 outbreak, frontline staff in these laboratories performed tests for the disease. With the exponentially rising need for testing, the NVRL centred its activities around the COVID-19 pandemic (UCD National Virus Reference Laboratory, 2020c). This proved a potent challenge and resultantly the NVRL postponed other testing tasks. Simultaneously, laboratory staff were required to work longer hours due to an ever-increasing workload (UCD National Virus Reference Laboratory, 2020b). Individuals in the NVRL and SUH Laboratory performed countless tests daily and completed tasks extraneous to their roles, which placed significant pressure on their physical and mental wellbeing.

However, Feed the Heroes delivered nutritious meals to these frontline staff who persisted in their roles and considerably assisted society in mitigating COVID-19. Naomi's Kitchen, a Feed the Heroes supplier, delivered a total of 4,790 meals to the NVRL between March and June. Moreover, Sweet Beat Café, another supplier, delivered 1,137 lunches to SUH Laboratory staff during April. Furthermore, the kind messages presented with each delivery recognised frontline workers' efforts and demonstrated the public's appreciation, providing the inspiration necessary to persevere in their jobs. Ultimately, these actions enhanced frontline workers' morale and indirectly assisted the country's response to COVID-19.



***"Thanks so much for your fabulous deliveries. It really is making a difference here in the National Virus Reference laboratory. It is so much easier to keep going because of the substantial, healthy lunch we've had and it fuels us into the evening."***

***– Karen McGibney, UCD National Virus Reference Laboratory***

***"Thank you to you both for the food you have been sending to us in the laboratory in Sligo University Hospital. In the lab, we are always the hidden backbone of a health service, working 24/7 365 and we rarely get any recognition. It has been so nice to be remembered through all of this. It is unbelievable how it changes morale and we are so grateful."***

***– Jennifer Reapy, Sligo University Hospital Laboratory***

**An tSaotharlann Naisiúnta Tagartha Víris  
National Virus Reference Laboratory**

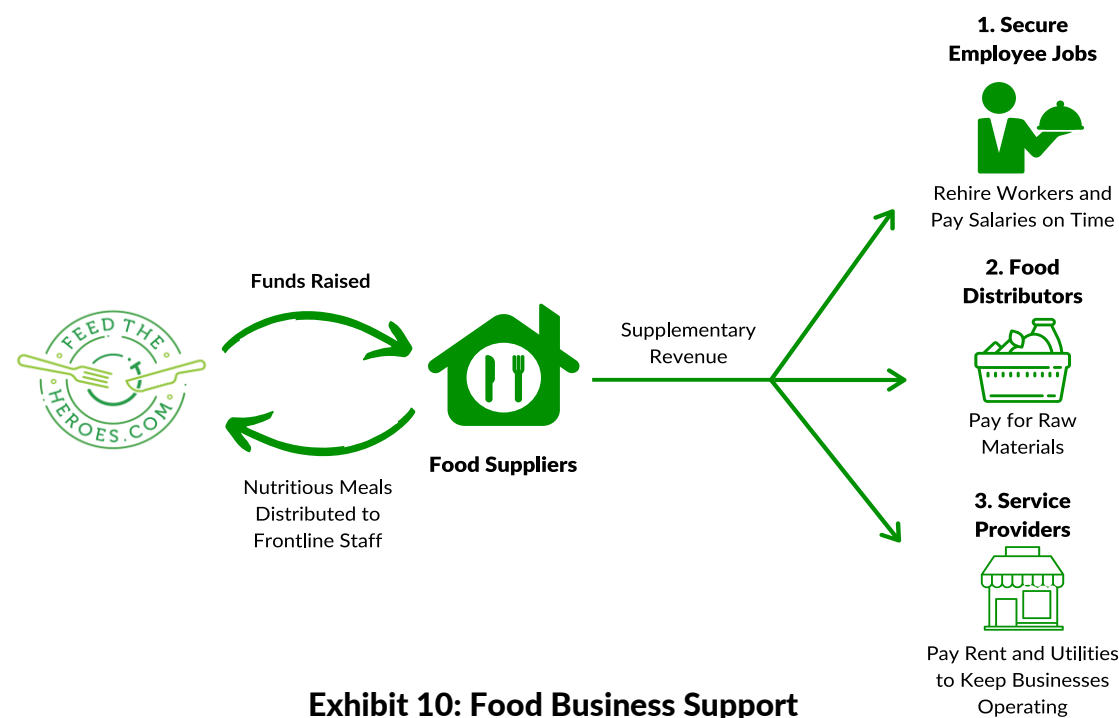


# Aim 2: Support Food Businesses

Projected Objectives	Outputs	Effectiveness of Outputs
Purchase meals	Purchased 201,447 meals from 111 food businesses	●●●●●
Ensure prompt payment	Paid suppliers in 1-3 days	●●●●●
<b>Total</b>		●●●●●

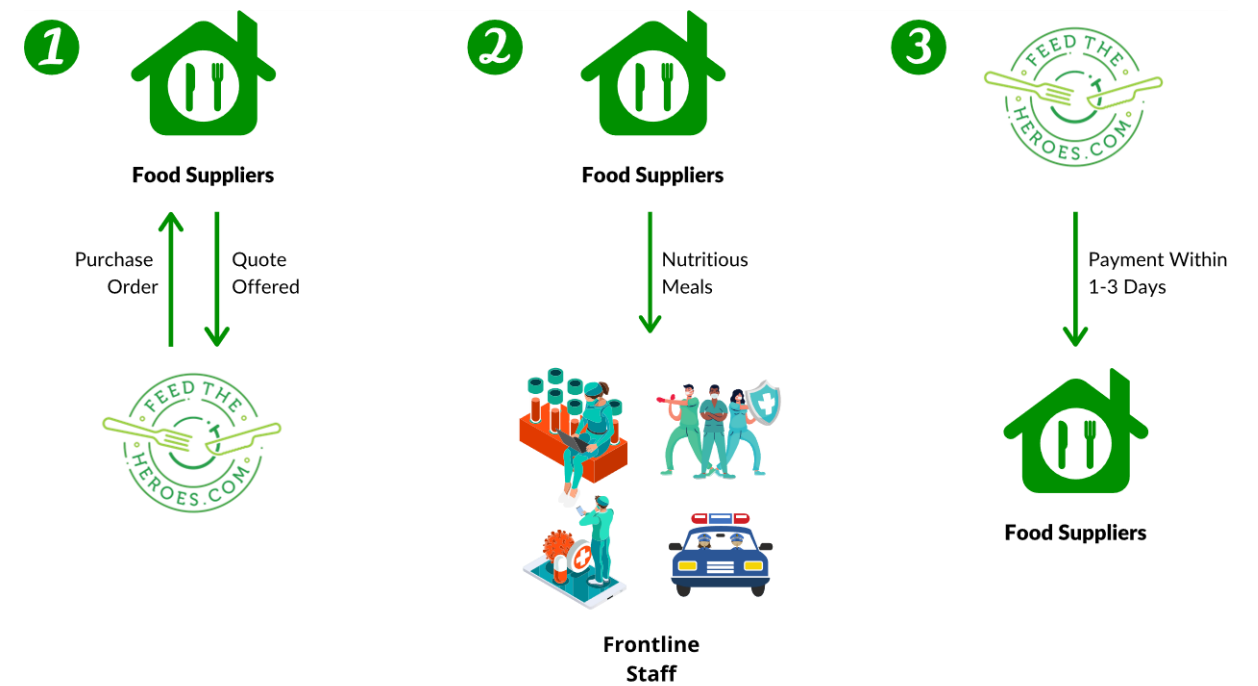
**Table 5: Aim 2 Effectiveness**

Feed the Heroes proved instrumental in supporting food businesses adversely affected by COVID-19. 90% of Feed the Heroes' suppliers surveyed stated that their involvement in the campaign commercially benefitted their business (See The Suppliers Fuelling the Frontline, p. 30). Exhibit 10 explicitly illustrates the mechanism through which the intervention supported food businesses. Furthermore, Feed the Heroes purchased 201,447 nutritious meals valued at €1,235,969 from 111 selected suppliers for frontline staff by leveraging the funds raised. Additionally, the campaign obtained produce for 5,298 care boxes amounting to €105,884. This facilitated those suppliers to attain supplementary revenue and elevate cash on hand. Resultantly, these firms could safeguard employee roles, and pay rent, utilities and food distributors, which ensured business continuity during COVID-19.



**Exhibit 10: Food Business Support**

The assurance of prompt payment represented a pertinent method to support food businesses. Feed the Heroes ensured supplier invoice settlement within one to three days, which mitigated the cash flow challenges associated with COVID-19. Additionally, 95% of suppliers surveyed, conveyed that they received timely payments. Further to this, the employment of the Procurement Express platform provided predictability of cash flow to suppliers (See Exhibit 11). Firstly, suppliers offered a quote to Feed the Heroes detailing their product and service offerings. Secondly, a purchase order outlining the required delivery date and value was submitted to suppliers in advance of service provision. This process allowed foodservice firms to forecast cash flow with certainty and thereby relieve their liquidity issues. As a consequence of its activities, Feed the Heroes created €1,341,853 for its suppliers while ensuring prompt payment to address their cash flow difficulties. This illustrated high effectiveness in their aim of supporting food businesses.

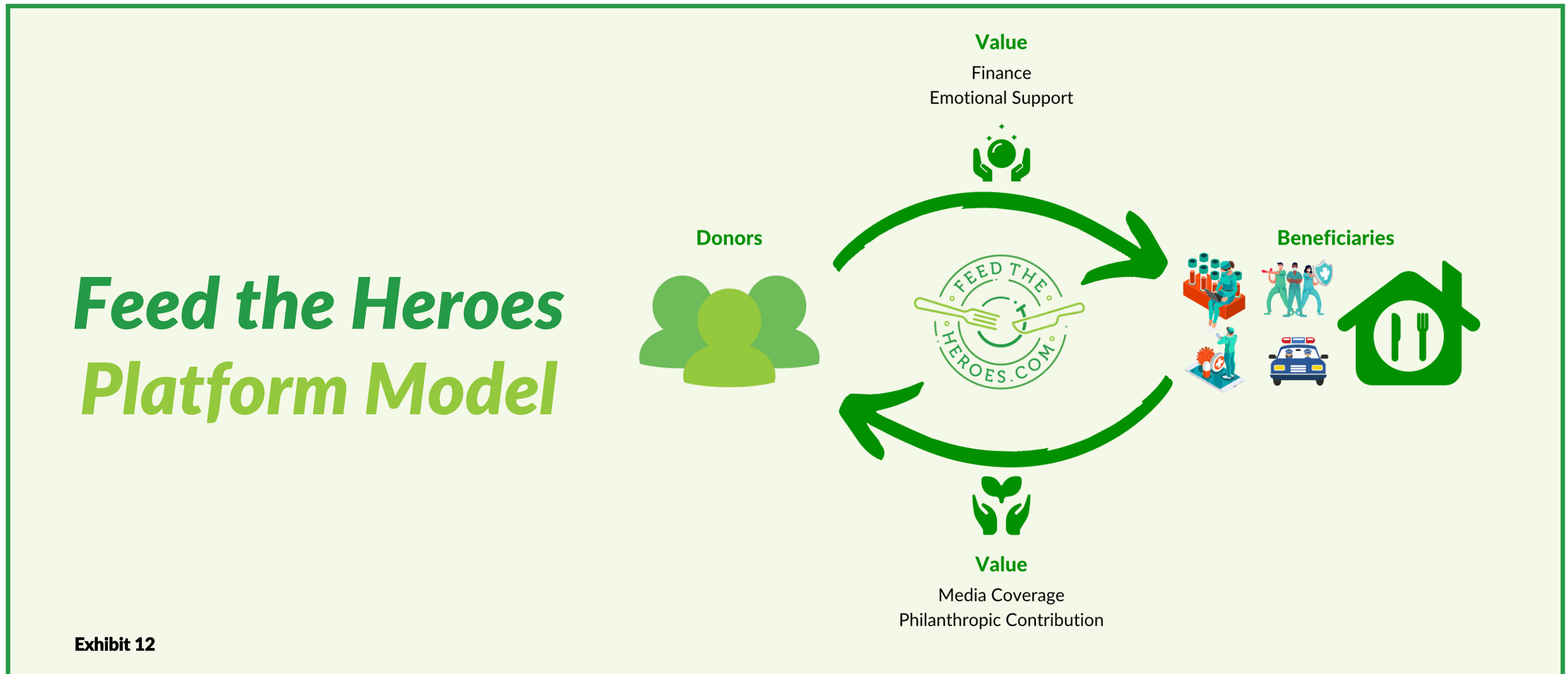


**Exhibit 11: Procurement Express Process**



Ultimately, the campaign's effectiveness was predicated upon the development of a platform operating model. This entails the creation of a service which attracts two sets of disparate users by facilitating interactions between these individuals (Eisenmann, Parker and Alstynne, 2006). Feed the Heroes successfully implemented such a model,

Concurrently, frontline workers received sustenance and meal suppliers obtained essential finance. Hence, Feed the Heroes' operations exemplified the core characteristic of a platform by providing value to its users synchronously (Parker and Van Alstynne, 2017). Additionally, network effects, central to platforms remained evident



incorporating the requirements of individual, corporate and in-kind donors and those of meal suppliers and frontline workers (See Exhibit 12). This platform enabled Feed the Heroes to create value simultaneously for both groups of users. Specifically, corporate and in-kind donors attained media coverage and achieved their CSR objectives, and individual donors gained the potential to offer a philanthropic contribution.

(Täuscher and Laudien, 2018). These involve the presence of a large number of users elevating the value of the platform and thus, its attractiveness to potential new users (Alstynne, Parker and Choudary, 2016). Namely, cross-sided network effects existed when an increase in the number of donors elevated the attractiveness of the platform to meal suppliers and vice versa (Zhao *et al.*, 2019).

## The Suppliers Fuelling the Frontline

Sweet Beat Café, founded in 2015 is a foodservice firm offering fresh organic and vegan-friendly meals in Sligo (Sweet Beat Café, 2020; McElwain, 2016). The café solely purchases local produce and was ranked among the top 100 Irish foodservice firms by The Irish Times (Cleary, McElwain and Cope, 2019). Crust Café is a recently established business, serving coffee, sandwiches, soup and ready-to-go meals in Cork (Crust Cafe Cork, 2020). The firm procures Irish produce, seeking to support the local economy (Crust Café Cork, 2020). Finally, The Kitchen is a family business located in Donegal and formed in 2013, providing paninis, bagels, wraps and sandwiches (The Kitchen, 2015, 2020).

In the COVID-19 emergency, social distancing guidelines and public health advice forced many local restaurants to temporarily close (Ryan, 2020). Likewise, the three aforementioned firms could only provide a takeaway service during the pandemic, which negatively affected revenue, generating difficulty in meeting fixed expenses. These challenges furnished a genuine prospect of liquidation. However, Feed the Heroes rejuvenated these restaurants by purchasing their meals. The campaign obtained 20,659 meals from Crust Café, contributing €110,646 to the company's revenue. The initiative also procured 1,460 meals worth €8,324 from The Kitchen and 1,989 meals totalling €22,517 from Sweet Beat Café. This auxiliary revenue source significantly contributed to the survival of these firms, ensuring their operations remained uninterrupted and that their premises could reopen subsequent to COVID-19.

*"Delighted to see the boss Amanda Johnston featured in Feed the Heroes story so far video. They have been a fantastic team to work with over the last few weeks. Thank you, Feed the Heroes, for helping local businesses like ours to continue doing what we love during CV-19."*

*— The Kitchen*



*"Feed the Heroes has saved our business as well as creating so many grateful frontline workers in Cork. Crust, our coffee shop/sandwich bar will reopen in limited form on Monday. This would not be possible without the great work of Cian and Feed the Heroes' Team. Well done and thank you."*

*— Crust Café*



*"We are definitely happy to continue working with Feed the Heroes. We are so grateful to have it. Honestly our business is surviving through all of this because of you guys."*

*— Sweet Beat Café*



# Impact Evaluation: Efficiency

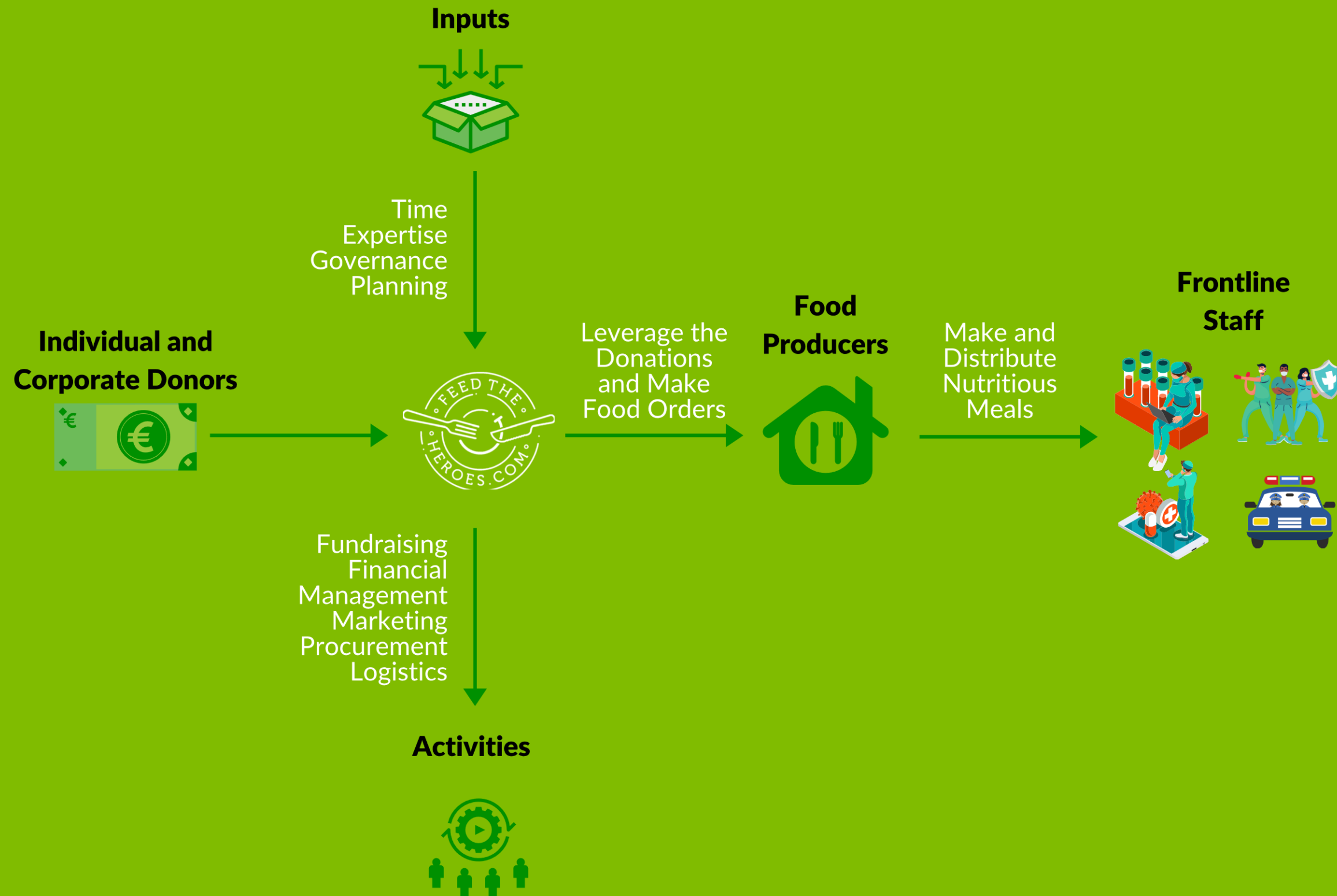
**Efficiency** measures the ability to economically convert inputs into outputs (OECD, 2020c). Fundamentally, the criterion assesses the cost-effective use of resources in achieving the initiative's objectives (Chianca, 2008). Therefore, operational efficiency and management of the project must also be evaluated under this criterion by comparison of feasible alternatives and benchmarking against counterparties (OECD, 2019). Owing to its profound emphasis upon the activities of an initiative and their requisite granular assessment, this criterion constitutes the most comprehensive of the OECD DAC evaluation criteria (González, 2020).

This section shall appraise the efficient use of resources, including time and expertise, by Feed the Heroes. Additionally, this section will consider the efficiency of management, including planning and governance, of the initiative. The full extent of Feed the Heroes' operations, including fundraising, financial management, marketing, procurement and logistics, will also be assessed in order to accurately measure the initiative's operational efficiency.



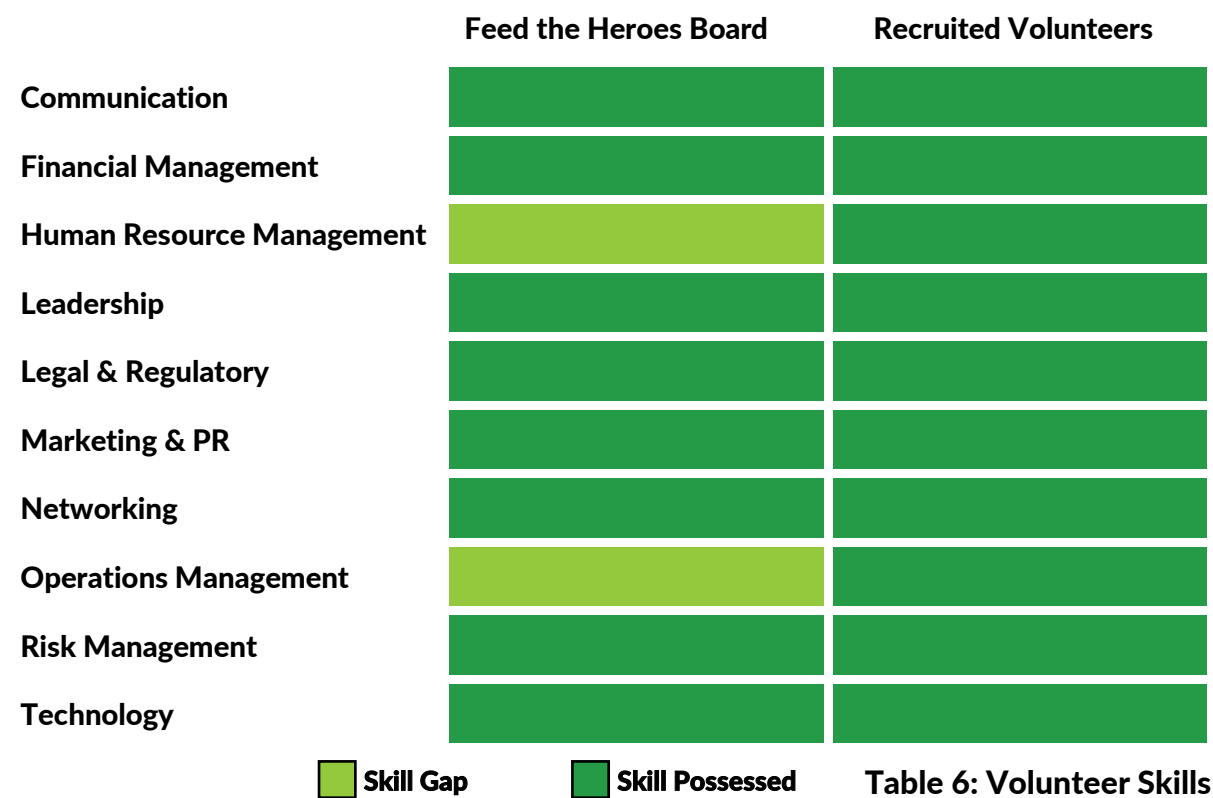


# Feed the Heroes Operations



# Inputs

## Time and Expertise



Significant time and expertise were required from the initiative’s 25 volunteers to ensure operational efficiency. Collectively, these volunteers expended 5,150 hours, valued at €257,500, during the campaign. Moreover, Feed the Heroes’ volunteers individually completed 206 hours over 14 weeks, 77% of the annual average volunteer hours completed by individuals in Ireland (Charities Regulator, 2018a). For every volunteer hour worked, the campaign raised €277 and delivered 39 meals, the equivalent of 1.5 meals per minute.

Board member skill diversity and commitment to a cause represent critical success factors in ensuring efficient leadership, management and governance of non-profit initiatives operating in turbulent environments (Oliver, 2013). The Feed the Heroes Board of Trustees – comprised of seven highly experienced individuals – predominantly

satisfied the requisite skills of an efficient Board (Groysberg, 2018; Zenger and Folkman, 2014; Kim and Starks, 2016). Where skill gaps remained, Feed the Heroes recruited volunteers to satisfy these deficiencies (See Table 6). The extended volunteer team recorded an overall team efficiency of 82%, considering the eight dimensions of team effectiveness (See Table 7) (University of Colorado, 2015). The Board of Trustees fostered an entrepreneurial mindset, immediately reacting to challenges by formulating novel solutions (Dyer, Gregersen and Christensen, 2009). Primary research revealed that volunteers strongly agreed that the team worked flexibly and adapted to changing needs, resolved problems quickly and maintained a can-do attitude throughout the initiative (Canals, 2015).

Team Effectiveness	
Dimension	Score
Purpose & Goals	89%
Roles	85%
Team Processes	89%
Team Relationships	81%
Intergroup Relations	72%
Problem Solving	83%
Passion & Commitment	84%
Skills & Learning	72%
<b>Total</b>	<b>82%</b>

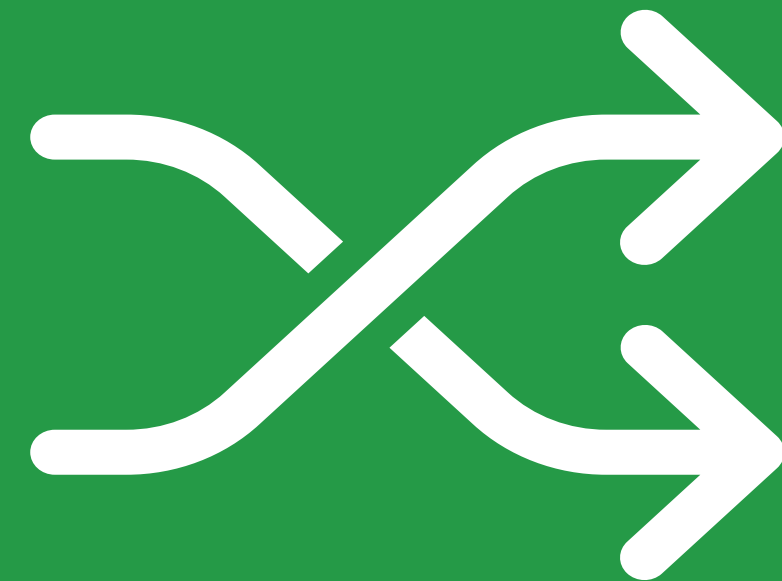
**Table 7**

## Governance and Planning

Despite the short duration of the intervention, the Board of Trustees recognised their responsibilities to stakeholders, and thus applied a high degree of rigour and governance to the structures underpinning the project. Resultantly, the Board of Trustees submitted an application for charitable status to the Irish Charities Regulator. However, the process remained ongoing subsequent to the project's termination. Nonetheless, the project strictly conformed to the Charities Governance Code, imposed by the Irish Charities Regulator (Charities Regulator, 2018b). In line with the code's requirement of effective operations and control, Feed the Heroes conducted an exhaustive risk assessment and outlined a structured business plan within two weeks of initiation. The business plan, which detailed objectives and expected income, primarily acted to establish expenditure control systems observed throughout the initiative. Within the framework of this business plan, Feed the Heroes applied agile principles, testing and learning to establish optimal processes and adopting decentralised decision-making (Rigby, Elk and Berez, 2020). This agile approach allowed Feed the Heroes to achieve the scale of operations necessary to meet the demands of both donors and frontline staff throughout 14 weeks of operations (Rigby, Sutherland and Nobel, 2018).

Inputs	Efficient use of Inputs
Time	●●●●●
Expertise	●●●●○
Governance	●●●●●
Planning	●●●●○
<b>Total</b>	○●●●●

Table 8



***Agile teams enable rapid responses in dynamic environments akin to that confronting Feed the Heroes.***

# Activities

## Fundraising

Feed the Heroes established two distinct origins of finance – donations from private individuals received via the crowdfunding platform, GoFundMe, and corporate donations received via the same platform or paid directly to the project’s bank account. Cumulatively these sources raised €1,428,351. As two distinct sources of finance, the efficiency of crowdfunding and corporate fundraising require independent assessment.

## Crowdfunding

Crowdfunding involves the request for financial resources from an online audience (Gerber and Hui, 2013). Such platforms, expected to surpass €250 billion of annual transactions by 2025, constitute a prevailing method of raising funds directly from supporters of philanthropic initiatives (Meyskens and Bird, 2015). These platforms remain particularly effective in emergency response situations, quickly raising large sums of money from donors who enjoy the benefit of directly impacting targeted recipients (Mejia, Urrea and Pedraza-Martinez, 2019).

**“We were in the middle of a disaster, and most of us had to stay home, doing very little. One thing we could do was to practically support those on the frontline.”**

**–Donor (OpinionX, 2020b)**

Contributions to crowdfunding campaigns are predominantly driven by emotion (Brüntje and Gajda, 2016). This creates inherent risk for organisations utilising crowdfunding platforms by making it impossible to predict with certainty the donor response to a given campaign (Harrison, 2013). The immediate success of Feed the Heroes’ crowdfunding

endeavours resides in the emotive nature of the initiative. A focus group conducted by OpinionX captured the feeling of helplessness experienced by individuals during the lockdown and their desire to show appreciation for front line staff (OpinionX, 2020b).

Established in 2010, with over 120 million donors by 2019, GoFundMe is a leading global crowdfunding platform (GoFundMe, 2019). Feed the Heroes secured 19,300 individual donations to its GoFundMe campaign, totalling €990,830. The campaign instantly gained traction, raising over €270,000 in the first week (15<sup>th</sup> March 2020). By week five (12<sup>th</sup> April 2020) the number and average value of donations began to decrease (See Exhibit 13). This fall in donations aligned with the declining number of COVID-19 cases in Ireland (HPSC, 2020).

**“There wasn’t much I could do apart from staying at home, so I wanted to do something to help the people who had no choice but to go to work and put themselves at risk.”**

**–Donor (OpinionX, 2020b)**

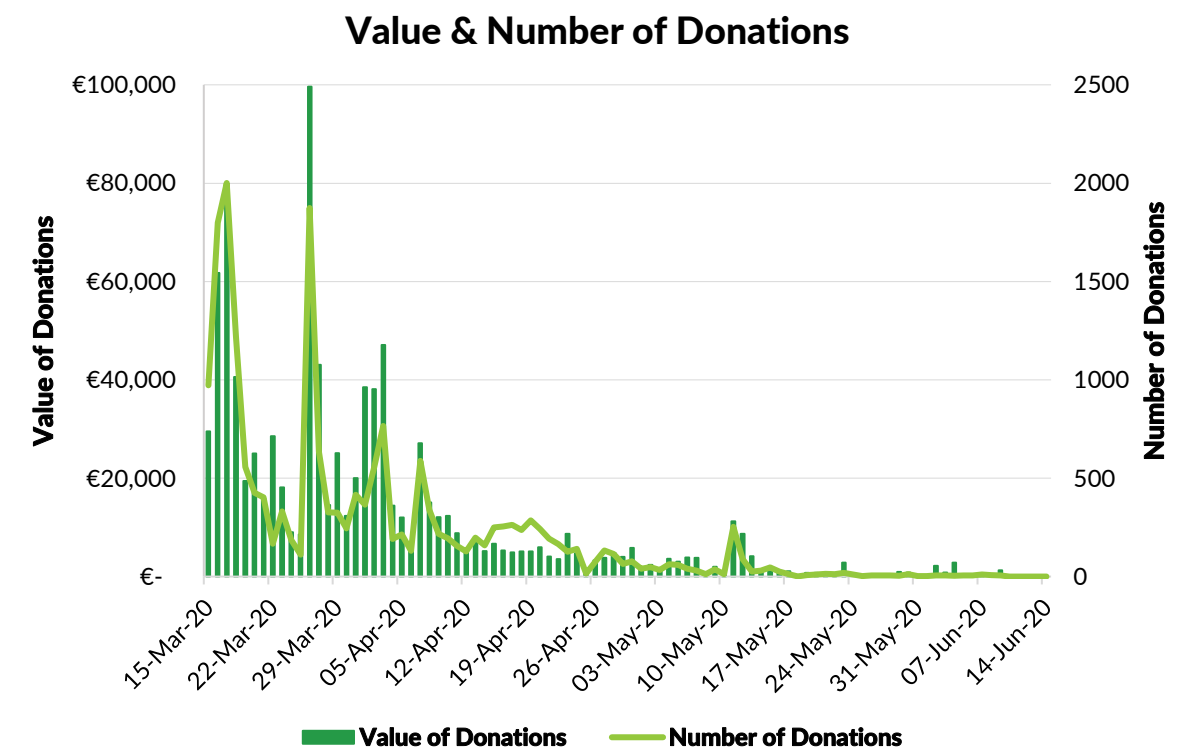


Exhibit 13



GoFundMe fees, totalling €30,751 or 3.1% of total funds raised, represented the only administrative cost incurred by Feed the Heroes. Although GoFundMe obviate platform fees, donations are subject to payment processing fees of 2.9% of the donation amount and an additional €0.25 per transaction (GoFundMe, 2020a). However, GoFundMe offer a service for registered charities, with reduced payment processing fees of 1.9% of the donation amount (GoFundMe, 2020c). Hence, attaining charity status or partnering with a registered charity, would have delivered savings of €8,940 to Feed the Heroes.

The criteria of network user, reach, platform fees and payment processing fees facilitated an examination of the efficiency of GoFundMe against two other major crowdfunding platforms – Indiegogo and Kickstarter (Belleflamme, Omrani and Peitz, 2015) (See Table 9). Pertinently, GoFundMe represents the platform with the greatest reach and lowest cost. Furthermore, it comprises the sole platform with individuals and charities as its network users, indicating its salience to philanthropic initiatives akin to Feed the Heroes.

Platform	Network Users	Reach	Platform Fee	Payment Processing Fee
<b>GoFundMe</b>	Individuals, charities & donor (GoFundMe, 2020b)	120 million donations (GoFundMe, 2019)	0% (GoFundMe, 2020a)	1.9 - 2.9% of donation + €0.25 (GoFundMe, 2020a)
<b>Indiegogo</b>	Entrepreneurs & investors (Indiegogo, 2020b)	2 million donations (Indiegogo, 2017)	5% (Indiegogo, 2020a)	2.8% of donation + €0.30 (Indiegogo, 2020a)
<b>Kickstarter</b>	Entrepreneurs & investors (Kickstarter, 2020c)	5.6 million donations (Kickstarter, 2020b)	5% (Kickstarter, 2020a)	3%-5% of donation + €0.05-€0.20 (Kickstarter, 2020a)

**Table 9**

## Corporate Fundraising

Feed the Heroes raised €493,280 from 67 corporate donations. In 2017, corporates accounted for 5.2% of donations to registered Irish charities (2into3, 2020). Feed the Heroes' corporate donations represented 34.5% of total funds raised, indicating appreciable corporate fundraising efficiency. However, without attaining charity status, corporate donations were not tax deductible. Resultantly, this elevated firms' taxable operating income, thus attracting corporation profit tax of 12.5% (Revenue, 2020). Additionally, funds raised by employees fell beyond the remit of most corporate matching programmes which typically require a registered charity number. Primary research indicated that obtaining a charitable tax exemption number would have substantially increased the value of corporate donations. Nonetheless, funds raised exceeded the projected €425,000, indicating highly efficient corporate fundraising during a time of economic uncertainty when businesses experienced declining turnover (PwC, 2020b, 2020c).

Fundraising	Efficiency
Crowdfunding	● ● ● ● ●
Choice of Platform	● ● ● ● ●
Corporate Fundraising	● ● ● ● ○
<b>Total</b>	● ● ● ● ●

**Table 10**

## Financial Management

Financial management comprises the allocation and utilisation of financial resources (Arthur and Appiah-Kubi, 2020). An organisation’s performance considerably depends upon efficient financial management (Green and Griesinger, 2006). For non-profit organisations, efficient financial management remains necessary to sustainably progress social needs, rather than to maximise shareholder value (Anthony, 2010). Consequently, it is expedient that non-profit organisations engage cash management to ensure they can continue to render their services, notwithstanding the uncertainty of cash inflow from donors (Arthur and Appiah-Kubi, 2020). Moreover, this pivotal activity presents accountability to donors and partners of charitable initiatives (Arthur and Appiah-Kubi, 2020).

As a limited 14-week initiative, Feed the Heroes concerned itself merely with short-term working capital management, including budgeting, cash inflows and outflows, and payment of creditors (Strydom and Stephen, 2014; Ismail, 2017). Therefore, the initiative established financial control systems, which included weekly cash flow and expenditure projections, from the second week of operations. Feed the Heroes perpetually conducted analysis of burn rate – the speed of cash consumption – and available cash, to assess the efficiency of these systems (Levitas and McFadyen, 2009). Pertinently, the level of cash escalated from week three to week four, which can be attributed to the volume of donations exceeding Feed the Heroes’ early operational capacity (See Exhibit 14). However, with the expansion of capacity, Feed the Heroes reduced its level of cash steadily from week four. This is also evidenced by Feed the Heroes’ increasing rate of cash consumption from the same week (See Exhibit 15). Significantly, due to the growing needs of frontline workers, a dramatic decrease of cash and rise in burn rate occurred from week six to week eight. Nevertheless, cash on hand stabilised subsequent to week nine owing to the palliation of the pandemic and reduced demands from frontline staff. Accordingly, the project appropriately aligned cash inflow with outflow from week nine. Ultimately, the initiative maintained €42,570 of cash upon project closure to satisfy outstanding creditors.

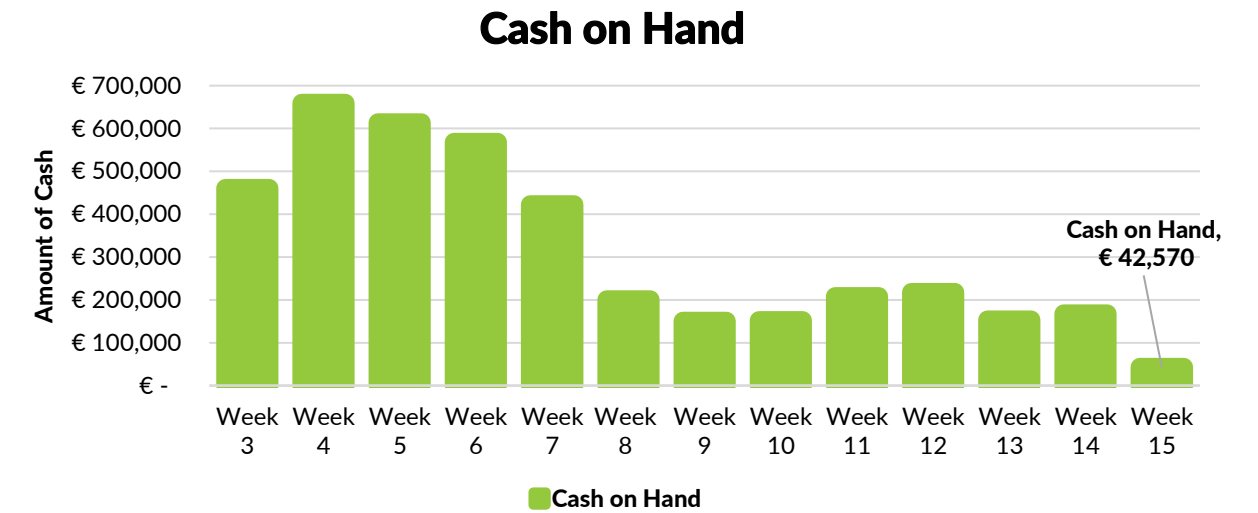


Exhibit 14



Exhibit 15

Financial Management	Efficiency
Burn Rate	● ● ● ● ○
Cash on Hand	● ● ● ○ ○
<b>Total</b>	○ ○ ● ○ ●

Table 11

## Marketing

Feed the Heroes was an emotive, prosocial initiative which resonated with the Irish community who ultimately drove the crowdfunding campaign. However, the campaign's success was underpinned by a consistent and comprehensive digital marketing strategy. Social media platforms, including Instagram, Facebook and Twitter, are widely recognised as an integrated function of crowdfunding (Beier and Wagner, 2015; Belleflamme, Lambert and Schvienbacher, 2012). These platforms allow organisers to promote their campaigns to a vast, dispersed audience, fostering trust and encouraging donations (Kaur and Gera, 2017). Moreover, empirical evidence demonstrates a strong correlation between the creation of a 'social buzz' and successful crowdfunding (Hong, Hu and Burtch, 2018; Lu, Xie and Yu, 2014).

The efficiency of Feed the Heroes' digital marketing strategy was assessed by mapping daily tweets against the daily number of GoFundMe donations to determine the extent to which tweets were converted into donations (O'Leary *et al.*, 2020). Twitter forms the sole social media platform providing open access to data through their application programming interface (Twitter, 2019). Therefore, the number of tweets was considered as representative of social media engagement across Twitter, Instagram, Facebook and LinkedIn for the purpose of this analysis. Exhibit 16 illustrates the correlation between social media engagement and donations, which concurrently evolved throughout the campaign.

Although it remains difficult to predict the outcome of crowdfunding with certainty, early interest in a campaign strongly correlates with a campaign's success (Lu, Xie and Yu,

2014). Similarly, this was palpable with the Feed the Heroes initiative, which yielded numerous tweets at the campaign's outset. Ultimately, a correlation existed between the volume of tweets and donations (R Square = 0.64: See Appendix 9). Notably, an increase in the number of donations was discernible on 10<sup>th</sup> May 2020, following a sharp rise in tweets on 9<sup>th</sup> May 2020. This resulted from

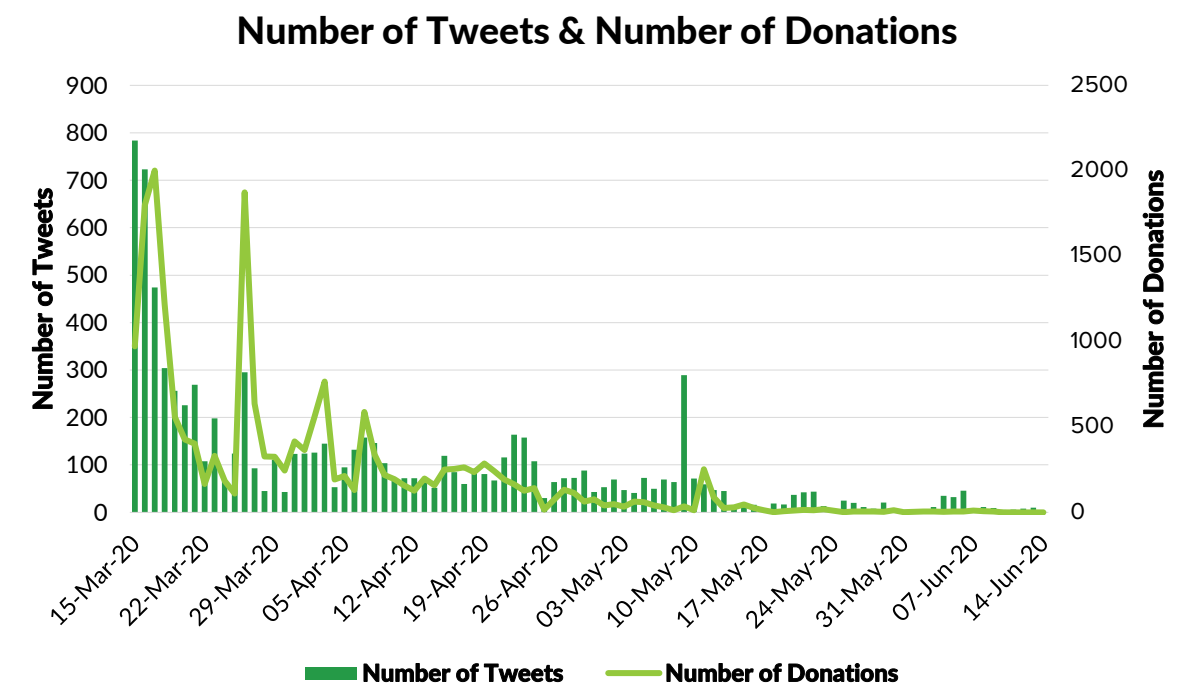
**"I was aware that my donation was going directly to help workers in the frontline."**

**—Feed the Heroes Donor**

PSA Academies' virtual relay challenge, The Big Rugby Run, which generated significant social media interaction via the hashtag #TheBigRugbyRun, including 421 mentions on twitter and 30 videos on LinkedIn (O'Leary *et al.*, 2020). Furthermore, 1,115 articles from print, broadcast and online media coverage also contributed to the number of donations. Consequently, elevated engagement was observable on 26<sup>th</sup> March following RTÉ Morning Ireland's coverage of the initiative and on 3<sup>rd</sup> April following an article in the Sunday Independent (Kantar, 2020; RTÉ, 2020b; Ó Conghaile, 2020).

**"The weekly updates showed how much it meant to them, so it was a nice boost knowing that I had contributed to making their lives slightly easier while they were making a huge difference."**

**—Feed the Heroes Donor**



**Exhibit 16**

(O'Leary *et al.*, 2020)

Feed the Heroes notified donors weekly with easy to read infographics on social media platforms and newsletter emails, detailing the allocation of donated funds. Such frequent briefings increase donor involvement, thereby augmenting donor satisfaction and trust in a campaign (Naskrent and Siebelt, 2011; Block, Hornuf and Moritz, 2017). Primary research highlighted the impact of these weekly updates.

The hashtag #FeedtheHeroes conversation generated 59.2 million potential impressions across Twitter, Facebook, Instagram and LinkedIn, denoting that individuals observed content containing this hashtag 59.2 million times (O’Leary *et al.*, 2020; Kingsnorth, 2019). Facebook constituted the most efficient platform, generating 8,000 impressions per post, with 74% of post impressions derived from Facebook advertising credits (O’Flaherty, 2020) (See Appendix 7). However, Instagram gained the largest following, 42% above that of the average European non-profit organisation (O’Flaherty, 2020; Nonprofit Tech for Good, 2019) (See Exhibit 17). Significantly, two thirds of the Irish population indicated awareness of the initiative within six weeks of its conception, with social media forming the principal source of information, emphasising the efficiency of Feed the Heroes’ digital marketing campaign (B&A, 2020).

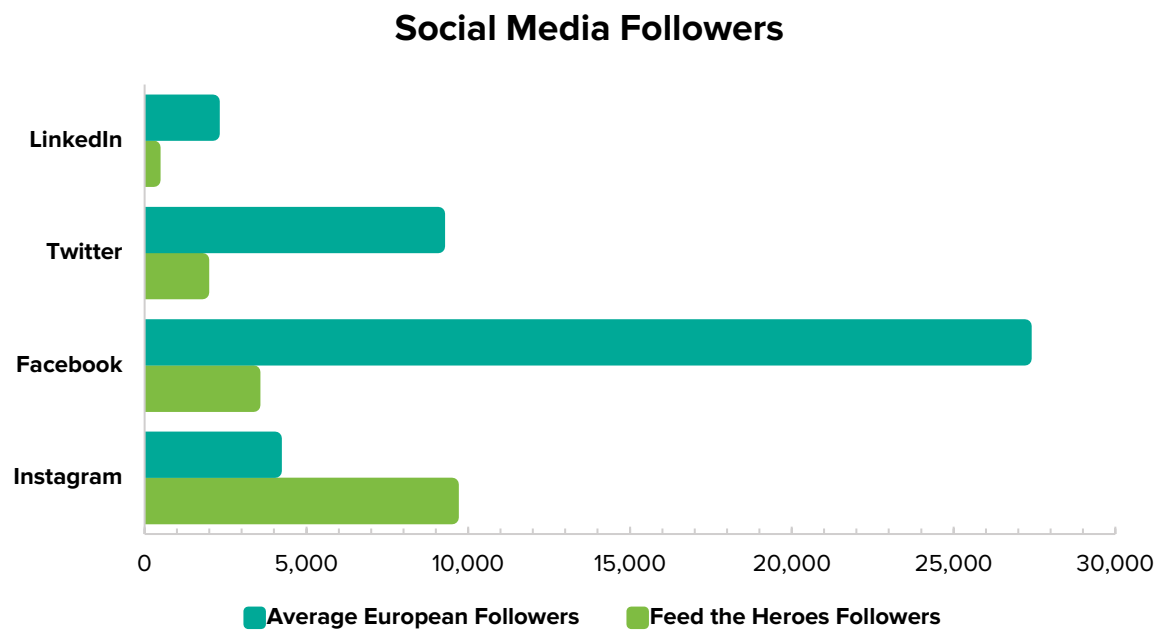


Exhibit 17 (O’Flaherty, 2020; Nonprofit Tech for Good, 2019)

### Nissan Active Challenge

The Nissan Active Challenge, launched by Nissan Ireland, sought to raise funds on behalf of Feed the Heroes (Nissan Ireland, 2020a). The challenge invited individuals to upload a video, of how they remained active while at home, to their favourite social media platform. Nissan Ireland donated €5 to Feed the Heroes for every video uploaded with the hashtag #NissanActiveChallenge. Irish sports stars, including Niall Quinn, Rob Heffernan and Sene Naoupu, participated and conveyed their support for

frontline staff (The Sunday Times, 2020). Online fundraising challenges allow for active donor participation in fundraising efforts (Whillans, 2016). Moreover, individuals possess heightened motivation to donate when they perceive that they have exerted greater effort towards a philanthropic intervention (Olivola and Shafir, 2011). Consequently, this facilitates the success of fundraising challenges. The Nissan Active Challenge received 80 entries, raising €400 equating to 70 meals for frontline workers. The online campaign achieved a total of 965,233 impressions and 322 online mentions (Nissan Ireland, 2020b).

Marketing	Efficiency
Conversion of Interactions into Donations	● ● ● ● ●
Modes of Communication	● ● ● ● ●
Campaign Reach	● ● ● ● ○
Social Media Following	● ● ● ○ ○
<b>Total</b>	● ● ● ● ●

Table 12

*The campaign encourages people to help by simply sharing all the amazing things they are doing at home, and in doing so, actively raise awareness about the Feed the Heroes initiative.”*

*– Amar Jacob, In the Company of Huskies, Co-creators of Nissan Active*





## Procurement and Logistics

Procurement activities involve identifying and accessing external resources required by an organisation to achieve its objectives (Lysons and Farrington, 2016). The strategic importance of procurement lies in an organisation's ability to secure high quality, affordable goods or services from consistent suppliers (Jacobs and Chase, 2018). However, ethical considerations, involving supplier due-diligence and fair sourcing, remain of paramount strategic importance in the procurement activities of non-profit organisations (Wild and Zhou, 2011).

Procurement during a time of economic and social instability, such as the COVID-19 government-imposed lockdown, presents significant challenges (Ertem, Buyurgan and Rossetti, 2010). The disruption of supply chains and cessation of services reduces choice and increases the importance of capacity to meet beneficiary requirements (Shareef *et al.*, 2019). Resultantly, this limits the value for money of goods and services available to philanthropic initiatives. Feed the Heroes commenced fundraising on 15th March 2020, the same day that the Government of Ireland required pubs to temporarily suspend trading (Department of the Taoiseach, 2020c). The 12% of accommodation and food services who continued their operations during the lockdown could only operate within a two-kilometre radius for some ten weeks (CSO, 2020f, 2020i; Department of the Taoiseach, 2020d). The widespread closure of food businesses and restricted distribution channels prompted Feed the Heroes' agile and responsive procurement policy which defined geography, capacity, quality and value as the four principles for selecting suppliers.

The OECD MAPS framework assesses procurement systems across four key areas – legal, regulatory and policy framework, institutional framework and management capacity, procurement operations and market practices, and accountability, integrity and transparency (MAPS, 2020a). Although the framework relates to the assessment of highly regulated public procurement policies, this methodology remains pertinent to the evaluation of private procurement of services and the management of suppliers engaged by Feed the Heroes.



**Legal, regulatory & policy framework.**



**Institutional framework & management capacity.**



**Procurement operations & market practices.**



**Accountability, integrity & transparency.**



## Legal, Regulatory and Policy Framework

A legal, regulatory and policy framework oriented towards humanitarian aid actions has been employed due to their analogous operating conditions to Feed the Heroes. The European Commission details specific procedures for the procurement of food within the context of such actions, with particular consideration for the purchase of fresh food (European Commission, 2011). While the meals purchased by Feed the Heroes fall outside the definition of fresh food, cooked meals are characterised by indistinguishable risks due to their perishable nature (European Commission, 2020). Furthermore, the award of multiple small to medium value contracts to a range of local suppliers constitutes optimal practice for the procurement of food in humanitarian aid actions (European Commission, 2011). Resultantly, this ensures variety, reduces total cost and injects cash into the local economy. The strategy adopted by Feed the Heroes conforms to European Commission guidelines. However, larger recurring orders occurred throughout the Feed the Heroes initiative. These sizeable direct awards comply with OECD emergency procurement policy, which advises such practices when initiatives require volume purchases during supply disruptions (OECD, 2020d).

## Institutional Framework and Management Capacity

A comprehensive institutional framework, including defined procurement principles, financial planning and projections collectively informed Feed the Heroes' procurement decisions. Additionally, team members agreed upon a conflict of interest policy to avoid bias or favouritism in procurement decisions. Ultimately, the success of emergency procurement operations lies in effective management (Shareef *et al.*, 2018). The experience of the Feed the Heroes team substantially contributed to procurement efficiency. Moreover, the Procurement Express platform enabled the management and analysis of invoicing data, thereby elevating efficiency.



## Procurement Operations and Market Practices

Feed the Heroes' procurement activities coincided with demand, responding to localised COVID-19 outbreaks. This resulted in a nationally dispersed procurement operation, incorporating logistics activities, concentrating efforts on those regions worst afflicted by COVID-19. 512 suppliers enrolled in the initiative, representing 13% of active accommodation and food services enterprises during the 14 weeks of Feed the Heroes' operations (CSO, 2020a, 2020j). The initiative selected 111 of these suppliers, representing 22% of applicants. Market practices initially focused on supporting local restaurants appropriately located to deliver orders to frontline staff. Feed the Heroes purchased 4,000 meals from these local restaurants – that independently fulfilled orders – within the first week. However, donations and thereby meal purchasing requirements progressively expanded beyond the capacity of local restaurants. Thus, Feed the Heroes altered market practices to include catering companies possessing the capacity to deliver meals in the requisite quantities (See Table 13). The procurement of goods and services from catering suppliers ensured value for money, increased variety and reduced unit cost, allowing for the delivery of 27,473 additional meals.

	Restaurant	Catering	In Kind	Total
Number of Meals	84,706	96,314	20,427	201,447
Total Cost	€625,363	€610,606	€0.00	€1,235,969
Unit Cost	€7.38	€6.34	€0.00	€6.14

**Table 13**

An objective assessment of procurement operational efficiency necessitates benchmarking unit cost against preeminent comparable initiatives (Min and Jong Joo, 2006). These existed in the United Kingdom in the form of Meals for the NHS, and the United States of America (USA) in Feed the Frontlines NYC and Feed the Frontline NOLA (Meals for the NHS, 2020; Feed the Frontlines NYC, 2020; Krewe of Red Beans, 2020). To this end, unit cost was standardised across initiatives considering exchange rates and cost of living in the respective regions (See Appendix 6). Subsequently, these values were compared against Feed the Heroes' unit cost depending on the respective

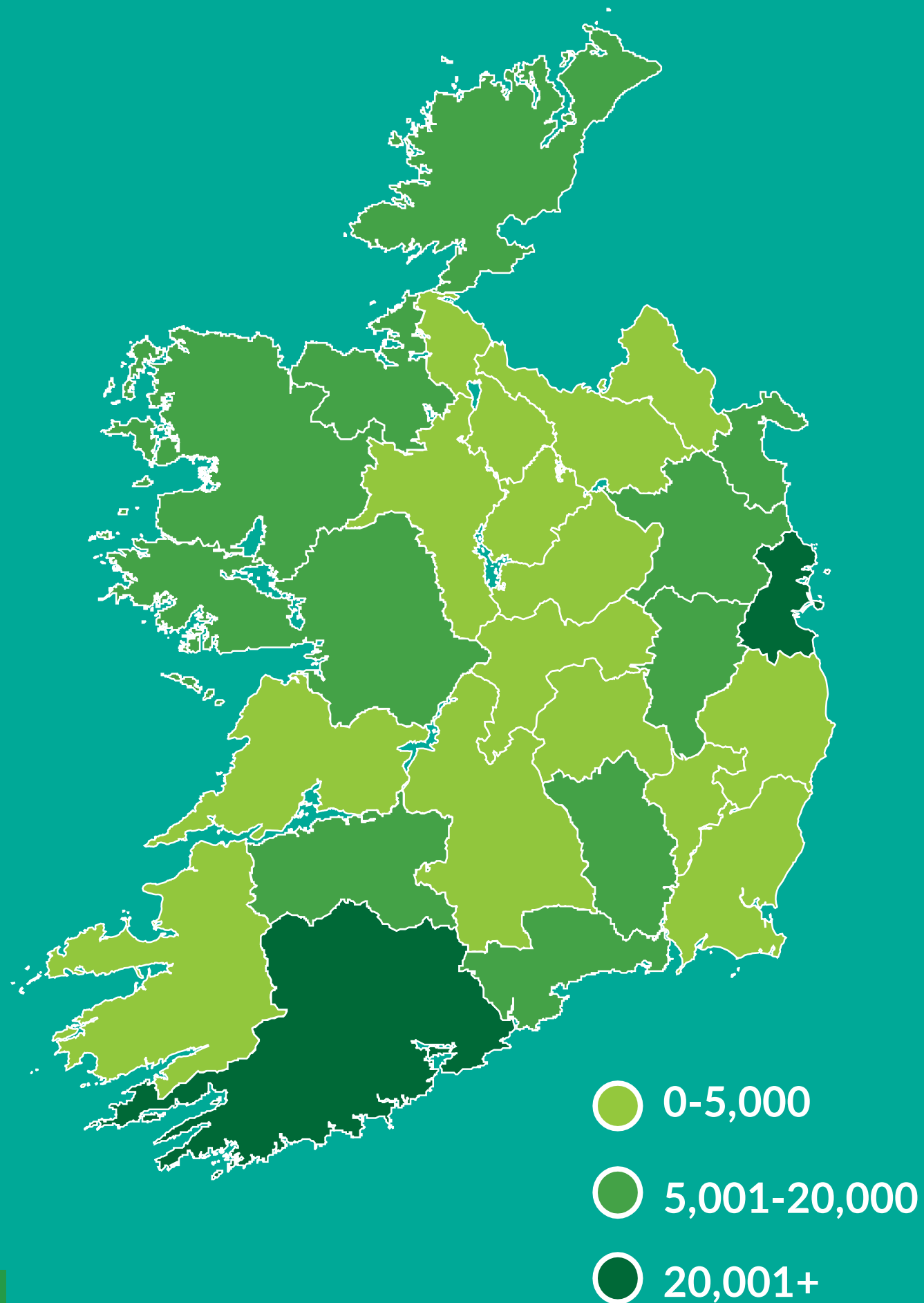
initiative's utilisation of caterers or restaurants. The alternate interventions exhibited higher unit cost than that of Feed the Heroes (See Table 14). This indicates superior efficiency in Feed the Heroes' procurement operations. This may be attributed to the project's utilisation of catering companies. However, Feed the Heroes' low unit cost can also be ascribed to the generosity of suppliers, who frequently provided meals below menu cost. This further demonstrates efficient procurement and market practices.

Initiative	Location	Market Practice	Unit Cost	Standardised Unit Cost	Comparison
<b>Meals for the NHS</b> <small>(Meals for the NHS, 2020)</small>	UK	Restaurants & Caterers	£6.45	€7.89	29% higher than overall unit cost
<b>Feed the Frontlines</b> <small>(Feed the Frontlines NYC, 2020)</small>	New York City, USA	Restaurants	\$18.00	€14.58	137% higher than restaurant unit cost
<b>Feed the Frontline</b> <small>(Krewe of Red Beans, 2020)</small>	New Orleans, USA	Restaurants	\$10.35	€8.85	44% higher than restaurant unit cost

**Table 14**

To assess the efficiency of geographical reach, the number of meals delivered per county was evaluated against the number of COVID-19 cases per county (Department of Health, 2020c). Subsequently, a fairness of distribution score was determined by ascertaining the proportion of total Feed the Heroes meals to the proportion of COVID-19 cases for each region, with a score of one representing absolute fairness (See Appendix 8). These results illustrate that certain counties such as Galway, Kilkenny and Waterford disproportionately benefitted, with scores above one. Conversely, counties such as Tipperary and Westmeath were disadvantaged, with scores below one. Cumulatively, the project distributed meals to a high degree of fairness with an aggregate score of 0.75.

# Meals Delivered by County



## Accountability, Integrity and Transparency

Feed the Heroes achieved accountability and transparency of procurement activities through the creation of an enabling environment for public monitoring and consultation, in line with OECD guidelines (MAPS, 2020b). The initiative's procurement policies were readily available to the public and prospective suppliers on its website. Feed the Heroes' weekly updates enabled further accountability and transparency. Moreover, the initiative's website formed a vital communication channel, allowing for open consultation should issues pertaining to procurement procedures and policies have arisen. To establish an effective audit and control system, key performance indicators such as unit cost, number of suppliers and sites served were tracked from week two of the initiative (OECD, 2020d; PEFA, 2016). This allowed for monitoring of costs, ensured fairness of distribution and facilitated the independent third-party audit of procurement activities.

Procurement & Logistics	Efficiency
Legal, Regulatory and Policy Framework	● ● ● ● ●
Institutional Framework and Management Capacity	● ● ● ● ○
Procurement Operations and Market Practices	● ● ● ● ●
Accountability, Integrity and Transparency	● ● ● ● ½
<b>Total</b>	○ ○ ○ ○ ○

Table 15



# Impact Evaluation: Impact

**Impact** refers to the positive and negative consequences precipitated by a project in a direct or indirect and intended or unintended manner (Peersman, 2014). Resultantly, it considers both the primary and secondary effects of positive and negative nature produced by an initiative (McArdle and Murray, 2020). In addition, the assessment of impact focuses on the most salient and potentially transformative effects of a project (OECD, 2019). Therefore, it seeks to identify the social and economic influence of the project under a broader scope than that examined previously under the effectiveness criterion (Ninson, 2018; McArdle and Murray, 2020). Ultimately, this section will gauge the impact of the Feed the Heroes project upon the economy and assess its capacity to engender societal good towards the intervention's beneficiaries.



# Economic Impact

## Employment

Cumulatively, the Feed the Heroes campaign produced moderate economic impacts. Chiefly, the project ensured that individuals remained in employment or were rehired by food businesses to meet the demand associated with Feed the Heroes' meal purchases. 95% of Feed the Heroes' suppliers indicated that their participation in the campaign safeguarded employee roles, amounting to an average of five jobs per organisation (See Exhibit 18). This ensured that these individuals in the foodservice sector remained in employment and thus received income 15% higher than that available via social welfare payments (CSO, 2020e; Department of Employment Affairs and Social Protection, 2020a). This constitutes a critical outcome as resultantly these employees could maintain elevated welfare due to the receipt of hourly income amounting to €12.97 which exceeds the living wage of €12.30 per hour (CSO, 2020e; Living Wage Technical Group, 2019; Prowse and Fells, 2016).

## Feed the Heroes' Economic Impact



## Number of Employees Rehired

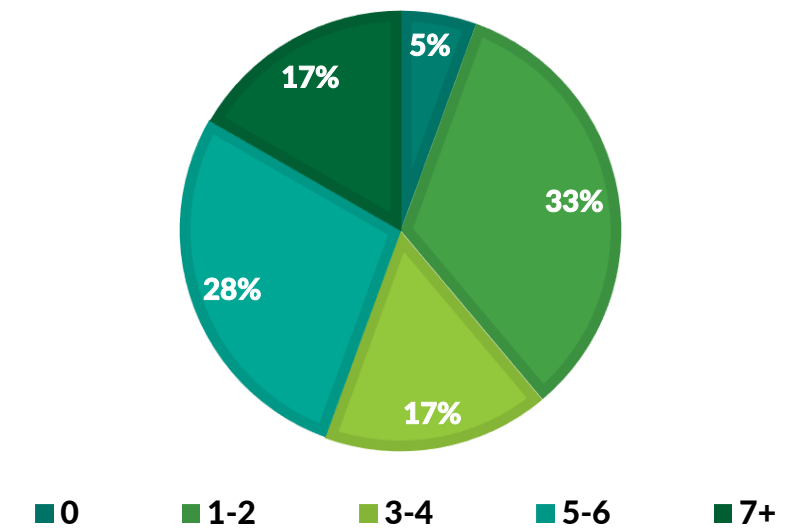


Exhibit 18

Additionally, it exempted these individuals from the psychological and physical distress accompanying unemployment (Brand, 2015). Concurrently, this precluded a potential rise in government expenditure to meet the associated social welfare payments of over €16,000 annually per individual (Department of Employment Affairs and Social Protection, 2020b) (See Appendix 3). Furthermore, it ensured that government taxation revenue surpassed that obtainable should these employees become unemployed (Fölster and Henrekson, 2001; Kroft *et al.*, 2020). This comprises a pertinent result as the impending recession will necessitate prudent government fiscal policy to return the country to economic growth (Bianchi and Melosi, 2017).



**Feed the Heroes contributed to 0.5% of the revenues of all restaurants, cafés and commercial caterers in Ireland during the campaign**

## Supply Chain Continuity

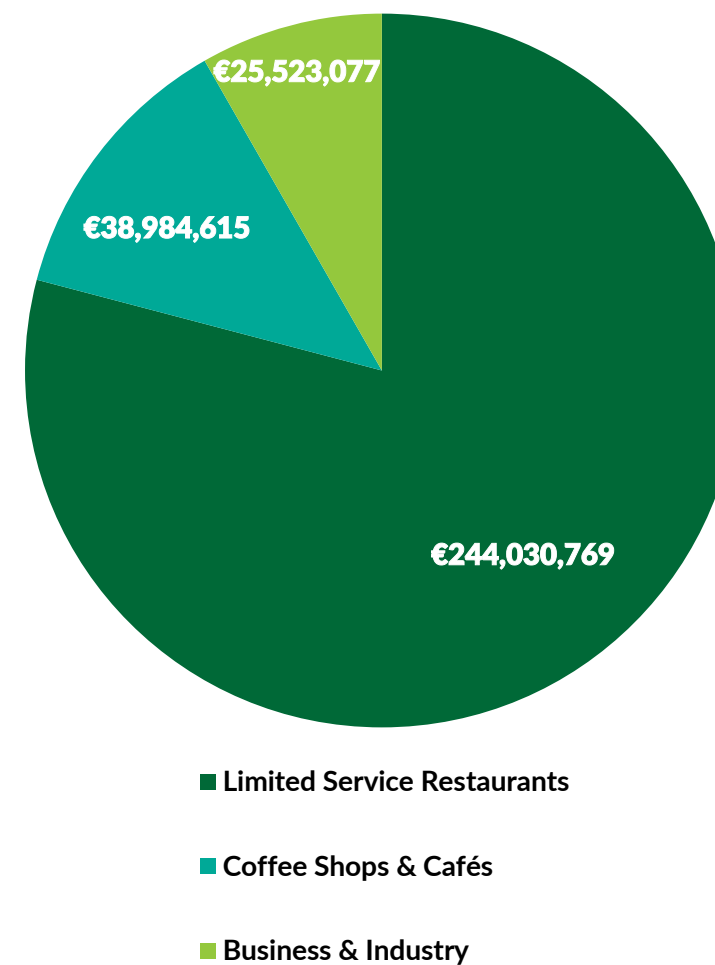
In addition, the Feed the Heroes campaign presented secondary effects on the supply chain partners of its meal suppliers. This was discernible in the form of supply chain continuity which infers minimising disruption to the supply of goods and services (Autry and Bobbitt, 2008). The implementation of short credit terms and precipitous payment of meal suppliers facilitated the liquidity essential to procuring produce from food distributors (Blos, Wee and Yang, 2010). This ensured that these distributors could continue trading and thereby averted operational disruption of supply chains (Boone *et al.*, 2013). This was of particular importance due to the pervasive disturbance to global food supply chains resulting from the emergence of the pandemic (Felix *et al.*, 2020; Timmermans *et al.*, 2020).

## National Income

Feed the Heroes' activities exerted a marginal effect on the Irish economy with regard to national income. Despite this, its purchasing exerted an appreciable impact upon the relevant businesses within the foodservice sector, composed of restaurants, cafés, and commercial catering firms (See Exhibit 19). This extends to the campaign accounting for 0.5% of the revenues of these organisations over its 14

weeks of operating. This can be partially ascribed to the sharp decline in trading of approximately 60% for the sector throughout the undertaking of the Feed the Heroes' campaign (Bord Bia, 2019, 2020a; CSO, 2020g). In addition, as aforementioned a considerable proportion of these firms ceased operations during the COVID-19 emergency. Nonetheless, it remains critical to denote that Feed the Heroes' activities generated a profound influence upon the industry.

## Foodservice Industry Value



**Exhibit 19**

(Bord Bia, 2019, 2020a; CSO, 2020g)



# Societal Impact

Similarly, Feed the Heroes' activities engendered considerable societal impacts. Specifically, the campaign inspired a myriad of individuals and other initiatives to support frontline staff and the society in which they live. This came in the form of societal solidarity which may be referred to as a force that unites society through the creation of a collective social whole (Gubanov and Gubanov, 2018).

Firstly, numerous donors expressed appreciation of and support towards frontline staff. For instance, Fiachra, a seven-year-old boy donated €5 of his savings to express gratitude to frontline workers for tending to those afflicted by COVID-19 (Feed the Heroes, 2020a). Dublin artist, Shauna Harrison, donated 100% of the profits of her 'Share Good News' drawings to the initiative (Harrison, 2020). Moreover, the Irish rugby sevens team completed a crowdfunding event in which they donated a signed jersey in aid of the Feed the Heroes campaign (GoFundMe, 2020d). Fundamentally, Feed the Heroes functioned as a platform allowing society to demonstrate appreciation of frontline staff. This is further supported by 89% of individual donors believing that the campaign facilitated national unity (OpinionX, 2020b).

Additionally, local food businesses nationally collaborated with Feed the Heroes to deliver meals to frontline staff. Dublin caterer, Naomi's Kitchen, one of these firms, provided 100 meals a day to frontline healthcare workers during the pandemic. This experience considerably uplifted these organisations, with three in four suppliers surveyed stating employees expressed pride with their involvement in the Feed the Heroes campaign.

Furthermore, organisations introduced fundraising initiatives in aid of Feed the Heroes. Irish chicken producer Manor Farm, Irish chefs and food influencers cooperated to design an e-cookbook that raised €8,000 for Feed the Heroes (Manor Farm, 2020). On one hand, the cookbook included a plethora of accessible recipes to aid overworked frontline staff. On the other hand, the initiative sought to provide variety to the lives of individuals remaining at home during the pandemic. Moreover, Repak, a not-for-profit firm advocating recycling and sustainable management of packaging waste, donated €11,000 to Feed the Heroes. The organisation provided €1 for each individual signing up to their Team Green membership, which offers recycling education (Repak, 2020). Ultimately, 62% of corporate donors surveyed expressed contentment and pride owing to their assistance of frontline workers through the Feed the Heroes campaign. Further to this, 77% conveyed a greater appreciation for frontline workers subsequent to their involvement in the project. Additionally, organisations participated in the initiative for reasons beyond that of CSR – a genuine desire to assist those in need and the ability to 'give back' to society formed integral motivators for donation. In sum, Feed the Heroes inspired members of society to unify and support each other. This constituted a significant societal impact as Feed the Heroes permeated positivity and solidarity throughout society. Resultantly, Feed the Heroes encouraged a 'community of communities' which recognises common values, experiences and geographical linkage (Etzioni, 2002).

***'It is important to keep our frontline workers fuelled during this crazy time and I am delighted to be able to help out Feed the Heroes in some small way, whilst also helping to spread some positivity'***

***– Shauna Harrison (Feed the Heroes, 2020b)***

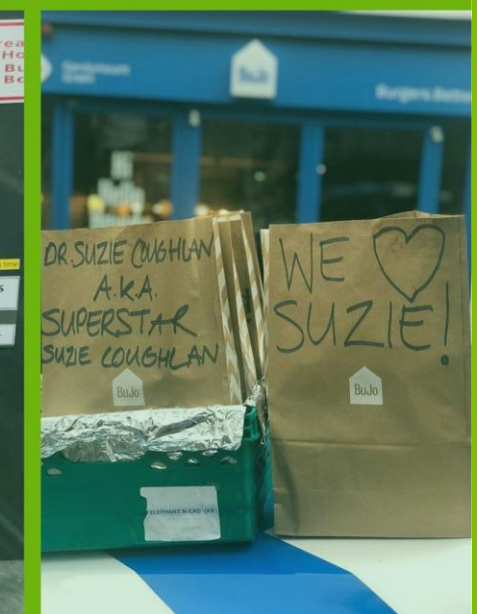
***'These meals are for people who are actually putting their own health and their own lives at risk every day when they go into work. And so many people have joined up to help them as well. So, we are also trying to look after them. It is a real feel-good initiative and one of the best things I have ever done'***

***– Naomi Byrne, Naomi's Kitchen (Bromwell, 2020)***

# Impact Evaluation: Sustainability

**Sustainability** refers to the degree to which the benefits of a project will remain or are likely to remain following its conclusion (Chianca, 2008). The absence of stakeholder commitment, conflict regarding objectives, excessive operating costs and a changing external environment act as inhibitors of the criterion and thus reduce the sustainability of a project (Klakegg, 2009). Resultantly, these facets necessitate consideration in determining the sustainability of an intervention's benefits. Moreover, among the aforementioned OECD DAC criteria, sustainability maintains paramount importance as its absence undermines the effects of the remaining criteria (Klakegg and Haavaldsen, 2011). In addition, the assessment of sustainability includes the extent of a benefit's resilience and the risks to the durability of that benefit (OECD, 2020c).

It remains difficult for a project with a duration of less than one year to produce sustainable impacts (Silvius and Schipper, 2014; Økland, 2015). Nonetheless, some indications of the continuous benefits can be identified. Thus, considering the duration of Feed the Heroes campaign, this section will assess the possibility of continuous medium and long-term benefits of the initiative subsequent to the cessation of donor funding (Zidane, Johansen and Ekambaram, 2015). Furthermore, the core factors enabling the attainment of sustainability shall be ascertained to demonstrate the sources of the project's durable societal contributions (Terrapon-Pfaff *et al.*, 2014).





# Future Charitable Behaviour

Fundamentally, individuals' future tendency towards charitable donation is influenced by performing preceding altruistic activities (van Diepen, Donkers and Franses, 2009). This can be attributed to the concept of elevation, wherein positive emotions arise from experiencing a virtuous act that improves the wellbeing of a beneficiary (Schnall, Roper and Fessler, 2010). Furthermore, its effects extend to the observation of others' philanthropic actions (Sargeant, Ford and West, 2006). This remains particularly pertinent due to the extensive media exposure of the Feed the Heroes campaign and its aforesaid accompanying social effects.

Equally, primary research involving stakeholders of the Feed the Heroes initiative demonstrated analogous effects. Approximately 80% of corporations that donated to Feed the Heroes admitted that their involvement in the project encouraged future participation in community outreach. This constitutes a paramount outcome due to the prevailing decline in corporate philanthropy in recent years (Charities Aid Foundation, 2018; Porter and Kramer, 2002). Moreover, this is further emphasised by research by charity consulting firm, 2into3, indicating that corporations contributed to a mere 5% of the income of Irish charities in 2019 (2into3, 2020). Consequently, the prospective augmenting effect of Feed the Heroes' activities on corporate charitable donations forms a salient result of the campaign.

In addition, 74% of meal suppliers surveyed admitted that their involvement in Feed the Heroes similarly motivated interest in future philanthropic initiatives within their local communities. Identically, this remains a potent outcome due to the positive sentiment of these firms towards frontline workers by providing affordable

meals through reduced pricing. Concurrently, 83% of individual donors conveyed a desire to continue or increase philanthropic behaviour owing to their experience with Feed the Heroes (OpinionX, 2020b). These findings maintain considerable importance due to the increasing demand placed upon charitable organisations (Bowman, Gimson and Deegan, 2017).

## The Big Rugby Run

The Big Rugby Run was a pioneering and innovative campaign that pursued fundraising in aid of Feed the Heroes via a virtual relay challenge (Feed the Heroes, 2020c). The inaugural event, launched by PSA Academies, captivated many across the country with 1,700 participants running over 6,000km to support frontline workers nationwide (PSA Academies, 2020a). Additionally, three disparate teams of former Connacht, Leinster and Munster rugby players all joined to support the progress of this initiative (Lewis, 2020). Overall, The Big Rugby Run raised €40,000 for the Feed the Heroes campaign (PSA Academies, 2020b). Further to this, inspired by Feed the Heroes' activities, The Big Rugby Run established itself as an annual initiative aiding various charities (PSA Academies, 2020a). Thus, The Big Rugby Run demonstrates an ability to continue its effects.

Pertinently, the outcomes of Feed the Heroes' campaign demonstrate extensive resilience due to the prevailing virtuous circle entailing the dependence of future charitable behaviour upon that of prior charitable behaviour (van Diepen, Donkers and Franses, 2009).





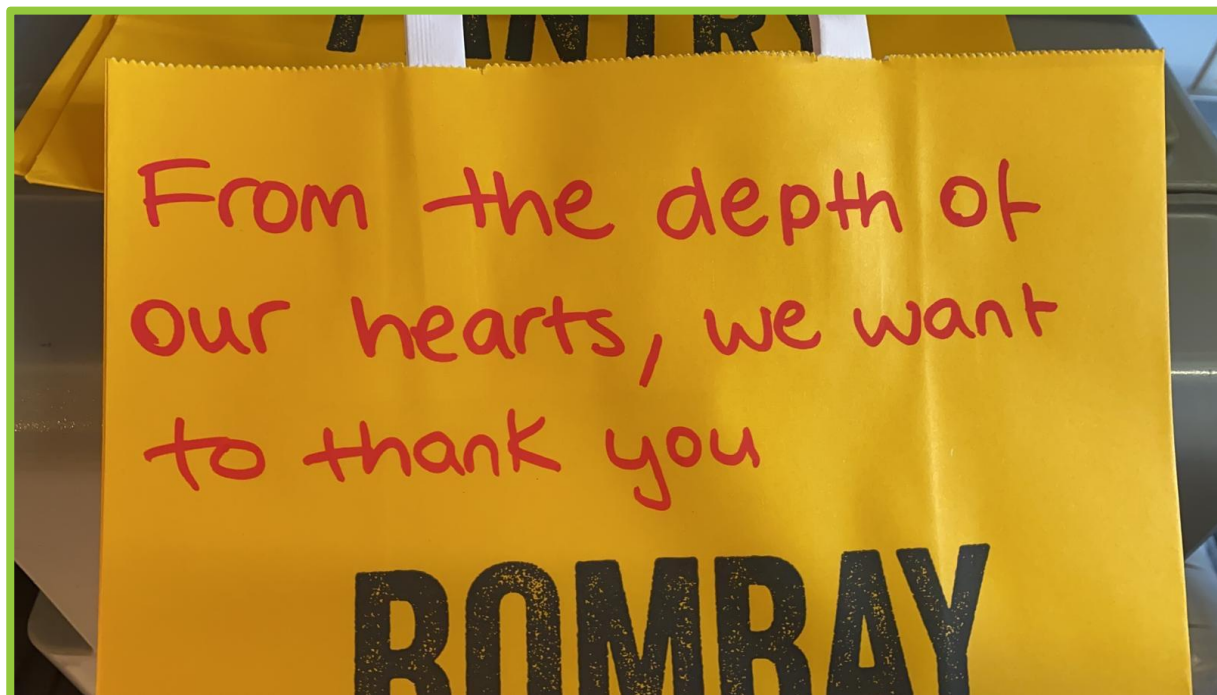
# Opinions of Frontline Workers

The Feed the Heroes campaign exerted a discernible influence upon the attitudes of various stakeholders towards frontline workers. Principally, the initiative illuminated the harsh circumstances that these individuals confront when performing their roles. This was achieved via Feed the Heroes' effective and efficient utilisation of various media channels. Feed the Heroes highlighted the persistent work and sacrifice made by frontline workers in the COVID-19 pandemic. Additionally, they inspired other initiatives such as The Big Rugby Run and Nissan Active Challenge which helped to disseminate the efforts of, and challenges faced by frontline workers. Resultantly, stakeholders obtained an awareness of the psychological distress pervading the professions of frontline workers. Primary research documented this, with all in-kind and individual donors revealing that their opinion of frontline workers remained highly positive or increased in positivity subsequent to their engagement with Feed the Heroes.

Exposure to constant psychological strain engenders burnout resulting in lower productivity and ultimately, absenteeism from frontline workers (Schaufeli, Bakker and Rhenen, 2009; Salvagioni *et al.*, 2017). Nevertheless, the support and appreciation from

the public, stemming from their positive opinions of frontline workers holds the potential to enhance frontline workers' wellbeing. 89% of frontline workers surveyed asserted that this appreciation provided emotional support and reduced stress, resulting in greater productivity and satisfaction. Moreover, this elevated wellbeing may prove critical to assisting frontline staff in combatting a prospective second wave of COVID-19.

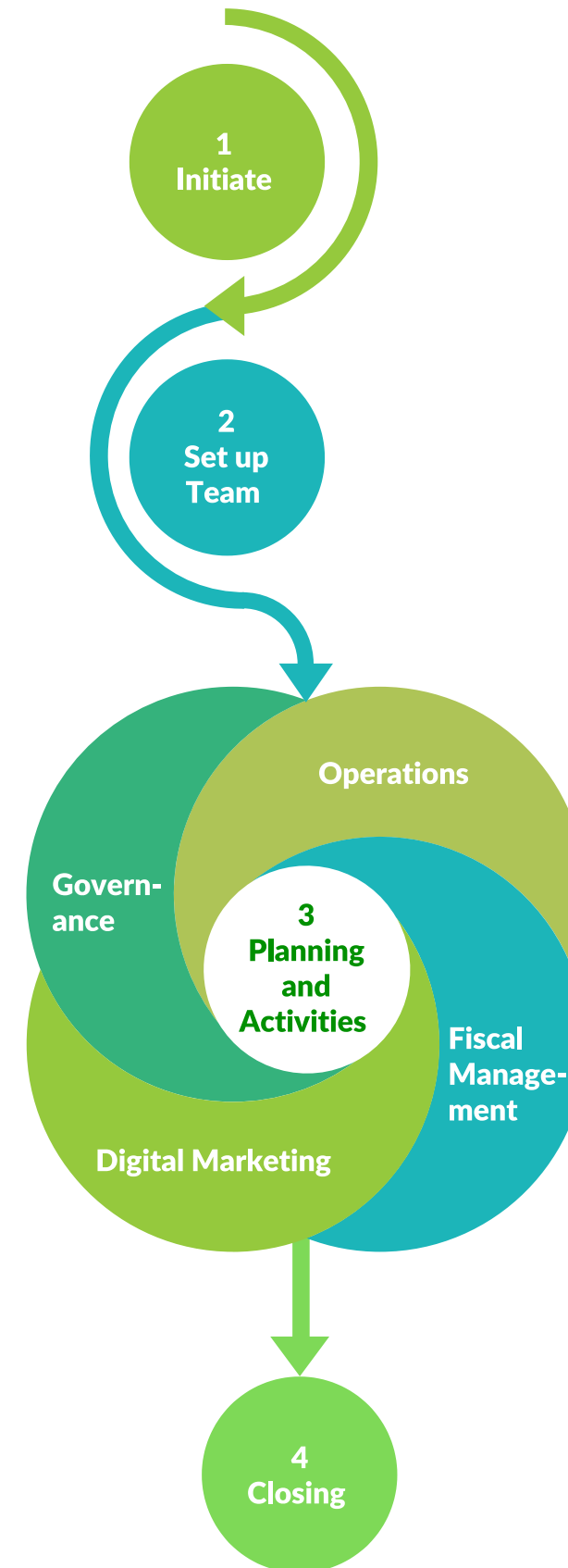
However, these changing opinions of frontline staff maintain low endurance in response to external factors. Firstly, individuals' positive sentiment has been demonstrated to gradually deteriorate over time (Brulle, Carmichael and Jenkins, 2012). This may be ascribed to the probable paucity of attention towards frontline workers after the Feed the Heroes campaign and COVID-19 pandemic. Moreover, individuals' positive opinions can change rapidly should they observe a concerning disclosure (Weitzer, 2002). In addition, extended media coverage can exacerbate this condition (Zhang and Meadows III, 2012). Therefore, the improved opinions of frontline workers possess low resilience, indicating limited sustainability.



# Project Playbook

A project playbook has been produced documenting the core lessons learned from Feed the Heroes' operations. This is intended to assist future emergency response initiatives from the core phases of establishment to disbandment of activities. The production of this document seeks to mitigate the prevailing issues associated with rapid response to disasters, of low impact and poor coordination (Thomas and Fritz, 2006). In addition, the generation of lessons learned enables improvement and innovation in future projects (Carrillo, Ruikar and Fuller, 2013). To ensure the sustainability of the project's insights, the tacit knowledge obtained from the Feed the Heroes campaign has been explicitly captured in this playbook. This thereby circumvents the central challenge of assuring broad accessibility in offering lessons learned (Nonaka, 1994, 2007). Moreover, secondary research outlining best practice supplements the insight attained from Feed the Heroes' activities to facilitate the playbook's accuracy and extensive applicability.

Furthermore, the document employs Creative Commons 'Attribution-NonCommercial 4.0 International' licensing to facilitate its availability and maximise its global impact (Dobusch and Kapeller, 2018). This enables individuals to freely utilise the playbook for non-commercial purposes once Feed the Heroes receives the appropriate credit for the original work (Creative Commons, 2019). Resulting from the aforementioned, the project playbook illustrates a high degree of resilience as its effects demonstrate a capacity to endure into the future. Overall, although two moderately sustainable outcomes exist, Feed the Heroes fails to account for significant long-term benefits.



## Emergency Response Process

# Conclusion

Conclusively, COVID-19 posed significant socioeconomic challenges to the country. However, Feed the Heroes’ activities significantly assisted Ireland’s public health and business support efforts during the pandemic. The organisation’s mission statement emerged as critical to maintaining focus upon its core purpose. In addition, Feed the Heroes’ core values exemplified credibility owing to their limited number, formation from the volunteers’ principles and inspiration by the campaign’s *raison d’être*. This was central to engendering unanimous commitment to a shared philosophy. Furthermore, the implementation of attainable milestones proved vital to ensuring high motivation among volunteers by demonstrating progress towards Feed the Heroes’ objectives.

Objectives considered stakeholder needs and demonstrated a capacity to integrate their distinctive requirements. This can be attributed to the implementation of a platform operating model. These objectives depicted a capacity to engender synergy with each other and the project’s overall aims with the exception of indirectly mitigating COVID-19. However, objectives consistently reinforced national policy and the endeavours of other initiatives. Feed the Heroes failed to attain their fundraising and meal delivery objectives, due to the campaign’s dependence on external factors. However, the project successfully enhanced frontline workers’ morale, marginally assisted the treatment and mitigation of COVID-19 and commercially benefitted food businesses.

Feed the Heroes illustrated an economic use of time, expertise, governance and planning, predominantly owing to the Board’s diverse skill set and use of agile methodology. Moreover, a substantial degree of rigour underpinned the initiative’s operations, which rigidly adhered to the Charities Governance Code. Impressively, Feed the Heroes demonstrated cost effectiveness across all activities, including fundraising, financial management, marketing, procurement and logistics. Key drivers of operational effectiveness included the Irish community’s response to the emotive prosocial crowdfunding campaign, and a successful corporate fundraising campaign exceeding projections. Expediently implemented financial controls enabled strong financial management, despite uncertainty of cash inflow. Notably, digital marketing efforts

resulted in awareness of the initiative amongst two thirds of the Irish population, within just six weeks of its inception. Additionally, unit cost was significantly lower than counterparties and meals were distributed fairly amongst beneficiaries, highlighting efficient procurement and logistics activities throughout the initiative.

Feed the Heroes ensured employment, supply chain continuity and contributed to national income through its support of foodservice firms. The initiative also generated significant societal impacts by inspiring individuals and organisations to support frontline staff and the society in which they live, resulting in societal solidarity. Feed the Heroes produced moderately sustainable and resilient benefits through elevating the future charitable behaviour of stakeholders and the production of a project playbook. Despite this, the positive opinion towards frontline workers maintains low resilience owing to an inherent decline in such sentiment over time and media communication. Thus, cumulatively, the project merely produces modest sustainable benefits.

Ultimately, the Feed the Heroes philanthropic initiative proved an exceptionally impactful project, demonstrating many elements of best practice and providing vital knowledge to future emergency and disaster response initiatives (See Table 16). The speed at which volunteers mobilised the project, established activities and ensured impactful results represent conspicuous and prominent findings from this impact evaluation. Although COVID-19 presented tremendous challenges, Feed the Heroes illustrated the potency of national unity in surmounting seemingly insuperable adversity.

OECD DAC Criteria	Grading
Relevance	● ● ● ● ○
Coherence	● ● ● ● ◐
Effectiveness	● ● ● ● ○
Efficiency	● ● ● ● ◐
Impact	● ● ● ● ○
Sustainability	● ● ● ○ ○
<b>Overall</b>	○ ● ○ ● ○

Table 16



# UCD Team Insights

Initial research revealed Feed the Heroes to have been highly successful in achieving its aims. Cian O'Flaherty, like many others in the USA and UK, recognised the pressing needs of frontline workers and selflessly set about satisfying them. Inspired by Cian's acts of kindness, the Irish community generously donated to the initiative, ultimately driving the success of the fundraising campaign. However, the highly efficient team of diversely skilled professionals, spearheaded by Helen Fullen, was wholly responsible for the operational success of the initiative.

The commitment and passion of the initiative's volunteers was palpable from initial client interactions. All parties had expended significant time and effort to ensure an impactful campaign and were grateful to have us on Board to close out the project. However, as the consulting project progressed, emails or requests for information were, more often than not, left unanswered. The team's reluctance and delay in providing information proved significantly challenging and, as a result, major deadlines which had been agreed with the client could not be met. Additionally, client meetings, which were initially interactive and conversational, became brief and directive. The lockdown proved difficult for everyone and especially so for the Feed the Heroes team who worked tirelessly to ensure the success of the initiative. Therefore, the team's waning interest in the impact review, conducted weeks after the initiative's winding up, was understandable. Additionally, we appreciated that busy work schedules and family commitments acted as limitations to Feed the Heroes' active engagement. Nonetheless, it proved challenging to sustain productivity throughout the project given the client's waning interest and disengagement.

The challenges we faced informed our adaptive approach to the project. Where critical information was lacking and thus complete analysis of a given subject could not be conducted, we altered our plan and proceeded promptly. In order to gain the client's trust and access what the client perceived as operationally sensitive information, we were required to show initiative and continuously share our ideas. Despite initial hesitations to divulge this operationally sensitive information, we succeeded in engaging a constructive conversation with the client and ultimately changed their perspective on the value of a comprehensive impact review. We warily presented our initial draft report to the client, in line with the agreed revised scope. However, they were pleasantly surprised by our work and were endlessly appreciative of our efforts. The final deliverable may differ from initial client expectations but conforms to the requirements of the OECD DAC impact evaluation criteria and ultimately holds more value.

In light of the challenges faced by the UCD team, we gained relevant and important knowledge regarding client management and communication. Additionally, the impact review process exposed us to the operations of the third sector and gave insight into the success factors of a wholly virtual fundraising campaign, knowledge which may be applicable in our future careers and will undoubtedly be applied in future personal fundraising efforts.

# Appendices

## Appendix 1: List of Corporate Donors

ALD Automotive  
Alltech Ireland  
Amcors Flexible Ltd.  
AXA Life Europe  
Boyer Valley Group  
Broadridge Ireland Ltd.  
BS2 Ltd./BuJo  
Castle Rovers UCF Club  
Codex/Communicorp  
Corteva Agriscience  
Covalen Leixlip Sports & Social Club  
CPD College  
Cruinn Diagnostics  
DBK Fitness Glashule  
Deutsche Börse Group  
Dlrcc HUG  
Dun & Bradstreet  
Dunboyne AFC  
EBS Killiney  
ElectricAid  
Exterior Media  
Frank Keane Group  
Gaelic Players Association  
Harbourvest Partners (Ireland) Ltd.  
Horse Racing Ireland  
Leaseplan Fleet Management  
Leinster Rugby  
Manor Farm  
Microsoft Sports & Social Club  
Mid Sutton Sportslink FC  
My Insolvency Report  
Nissan  
NDRC  
Porterhouse Brew Co.  
Praline  
ProSys Sampling Systems Ltd.  
PSA Academies  
Public Service Credit Union  
Repak  
Saongroup  
Segment Technologies Ltd.  
Siemens Ltd.  
Sisters of Mercy CLT  
Sonalke  
Synergy Pilates  
Takeda Ireland Ltd.  
Grange Castle  
Community Foundation of Ireland  
The Irish Field  
Tricel Sports & Social Club  
Ultimate Golfers Passport  
UDG Healthcare PLC  
Utmost Services Ireland Ltd.  
Yamamori Noodles  
Zurich Foundation

Those businesses that chose to remain anonymous.

## Appendix 2: List of In-kind Donors

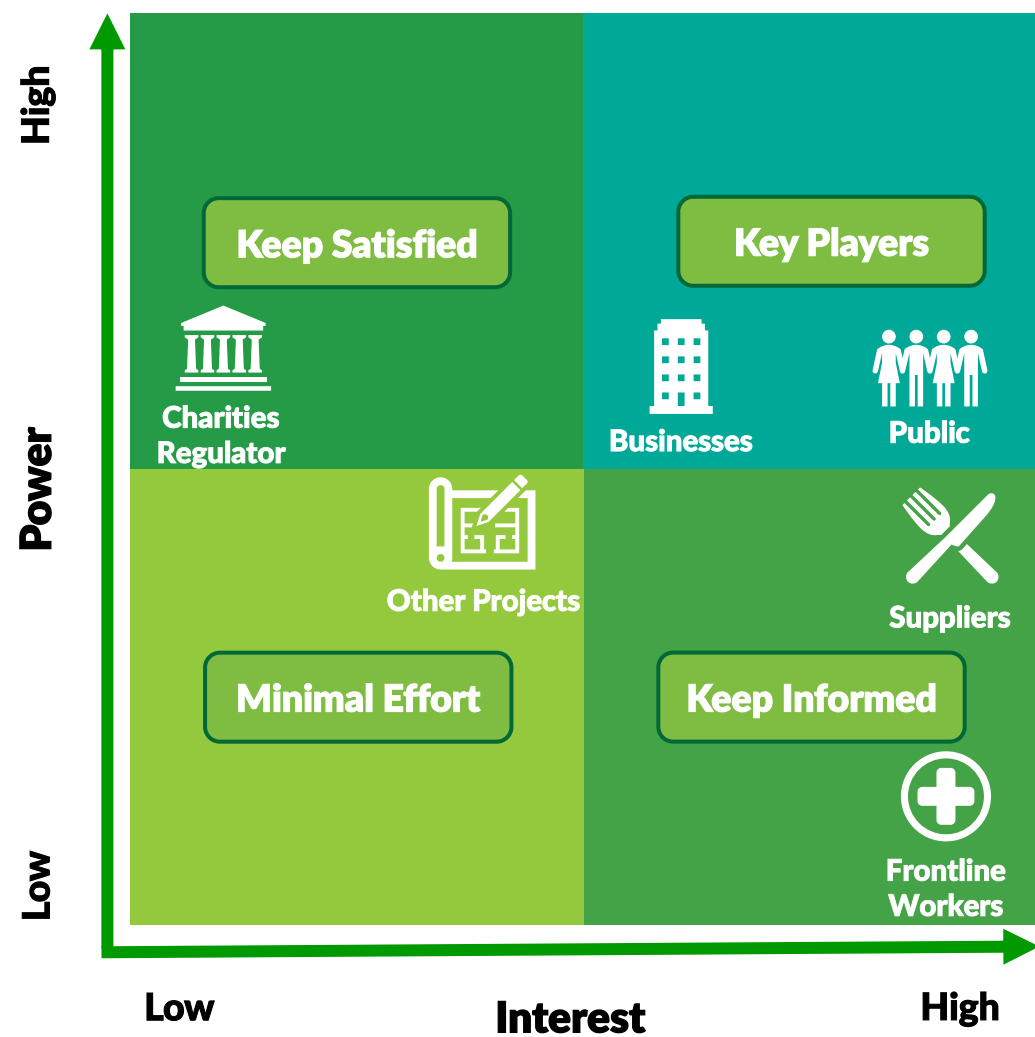
Applegreen PLC  
B&A Research  
Ballsbridge Catering (On Behalf of Avolon)  
Base Wood Fire Pizza  
Bombay Pantry  
Butlers Chocolates  
Cali Cali Crisps  
Camile Thai  
Cliff Townhouse  
Deliveroo  
DID  
Dominos  
Eagle Distribution Group  
Facebook  
Faction Collective  
Fiid  
Finnegans Restaurant Dublin  
Flahavans  
Forever Health Foods  
Freshly Chopped  
Glanbia Protein Products  
Glenillen  
Gotham Café Dublin  
Hang Dai  
Islamic Cultural Centre Ireland  
Just Eat  
Kanum Thai  
Kepak  
Kerala Kitchen Ltd  
Keoghs Crisps  
Lidl (Clonee)  
Lovin Catering  
Mars Ireland  
Microsoft  
Mienas Nougat  
Monsoon Stillorgan  
Morrison Hotel  
Mr Price  
Nando's (Cork)  
Nando's (South Anne Street)  
Newcastle House Hotel  
Nudest Foods  
Olytico  
OpinionX  
Palmento Pizza  
Pang  
PepsiCo  
Pizza Yard  
Press Up Group  
Pringles  
Procurement Express  
Red Bird Café  
Richard Cantwell  
Richmond Marketing  
Ryan's Centra Raheen  
Skellig Chocolate  
Smurfit Kappa  
Spar  
Spark Oakpark (Tralee)  
Tayto  
The Butler's Pantry  
Vintage Kitchen  
Volkswagen  
WHPR  
Zambrero  
Zaytoon

## Appendix 3: Pandemic Unemployment

COVID-19 Social Welfare Payments				
Date Beginning	Date Ending	Payment	Duration	Total Payment
13/03/2020	16/09/2020	€ 350.00	27 Weeks	€ 9,450.00
17/09/2020	31/01/2021	€ 300.00	19 Weeks	€ 5,700.00
01/02/2021	31/03/2021	€ 250.00	8 Weeks	€ 1,500.00
01/04/2020	-	€ 203.00	-	€ 16,650.00

(Department of Employment Affairs and Social Protection, 2020b)

## Appendix 4: Stakeholder Analysis



(Mendelow, 1981)

## Appendix 5: Comparable Initiatives

Initiative	Category	Beneficiary	Objective	Beneficiary Coherence	Objective Coherence
Avolon	Company	Healthcare Workers	Procure & Deliver PPE	●●●●●	●●●●●
Beaumont Heroes Appeal	Charity	Beaumont Hospital Staff	Provide Resources	●●●○○	●●●○○
COVID Response Team	Partnership	Healthcare Workers & Patients	Develop Affordable Ventilator	●●●●○	●●●●○
Dogs Trust	Charity	Frontline Workers	Provide Care for Pets	●●●●●	●●●●●
Féasta Cookbook	Partnership	Mater Misericordiae & Mercy University Hospitals	Provide Resources	●●●●○	●●●○○
Feed the Frontline	Company	St. James's Hospital Staff	Nourish & Support Wellbeing	●●●○○	●●○○○
GMIT Project Visor	Partnership	Galway University Hospitals	Develop & Deliver PPE	●●●●○	●●●●●
Good Grub	Partnership	DEIS School Children & Food Businesses	Deliver Nutritious Food & Support Businesses	●●○○○	●●○○○
Open Source Ventilator	Partnership	Healthcare Workers & Patients	Develop Affordable Ventilator	●●●●○	●●●●○
St. James's Superheroes	Charity	St James's Hospital Staff	Provide Resources	●●●○○	●●●○○
<b>Total Coherence</b>				●●●●○	●●●●○



## Appendix 6: Benchmarking

Location	New York	Louisiana	United Kingdom	Ireland
<b>Restaurant Food Index (May)</b>	306.45 <small>(U.S. Bureau of Labor Statistics, 2020b)</small>	290.28 <small>(U.S. Bureau of Labor Statistics, 2020c)</small>	113.90 <small>(Office for National Statistics, 2020)</small>	109.30 <small>(CSO, 2020h)</small>
<b>National Overall CPI (May)</b>	256.39 <small>(U.S. Bureau of Labor Statistics, 2020a)</small>	256.39 <small>(U.S. Bureau of Labor Statistics, 2020a)</small>	108.60 <small>(Office for National Statistics, 2020)</small>	101.80 <small>(CSO, 2020h)</small>
<b>% Restaurant Food Higher Than Overall CPI</b>	19.52%	13.22%	4.88%	7.37%
<b>OECD National PPP (May) (OECD, 2020b)</b>	100	100	97	106
<b>PPP Adjusted Restaurant Food Pricing</b>	119.52	113.22	101.73	113.81
<b>Standardised Index (Ireland as Base)</b>	105.02	99.48	89.39	100.00
<b>Local Currency Meal Price</b>	\$18.00	\$10.35	£6.45	N/A
<b>Adjusted Local Price</b>	\$17.14	\$10.40	£7.22	N/A
<b>Euro Meal Price</b>	€14.58 <small>(Financial Times, 2020b)</small>	€8.85 <small>(Financial Times, 2020b)</small>	€7.89 <small>(Financial Times, 2020a)</small>	N/A

## Appendix 7: Social Media Efficiency

Platform	Facebook	Instagram	Twitter	LinkedIn
<b>Posts</b>	225	149	259	39
<b>Impressions</b>	1,800,000	329,892	286,976	18,117
<b>Impressions per post</b>	8,000	2,214	1,108	464

(O'Flaherty, 2020)

## Appendix 8: Fairness of Meal Distribution

County	Meals	% of Total Meals (200,327)	% of COVID-19 Cases (as of 12/07/2020)	Fairness of Distribution
Carlow	25	0.00%	1%	0.00
Cavan	955	0.48%	3%	0.16
Clare	255	0.13%	1%	0.13
Cork	21,553	10.76%	6%	1.79
Donegal	3,021	1.50%	2%	0.75
Dublin	122,368	61.08%	48%	1.27
Galway	16,613	8.29%	2%	4.15
Kerry	1,285	0.64%	1%	0.64
Kildare	2,280	1.14%	6%	0.19
Kilkenny	4,019	2.01%	1%	2.01
Laois	1,640	0.82%	1%	0.82
Leitrim	24	0.01%	<1% - no hospital	0.01
Limerick	4,200	2.10%	2%	1.05
Longford	0	0%	1% - no hospital	0.00
Louth	3,737	1.87%	3%	0.62
Mayo	2,075	1.04%	2%	0.52
Meath	4,715	2.35%	3%	0.78
Monaghan	150	0.07%	2%	0.04
Offaly	420	0.21%	2%	0.10
Roscommon	65	0.03%	1%	0.03
Sligo	2,349	1.17%	1%	1.17
Tipperary	1,683	0.84%	2%	0.42
Waterford	3,832	1.91%	1%	1.91
Westmeath	1,868	0.93%	3%	0.31
Wexford	1,213	0.61%	1%	0.61
Wicklow	0	0.00%	3% - no hospital	0
<b>Total</b>				0.75

(Department of Health, 2020c)

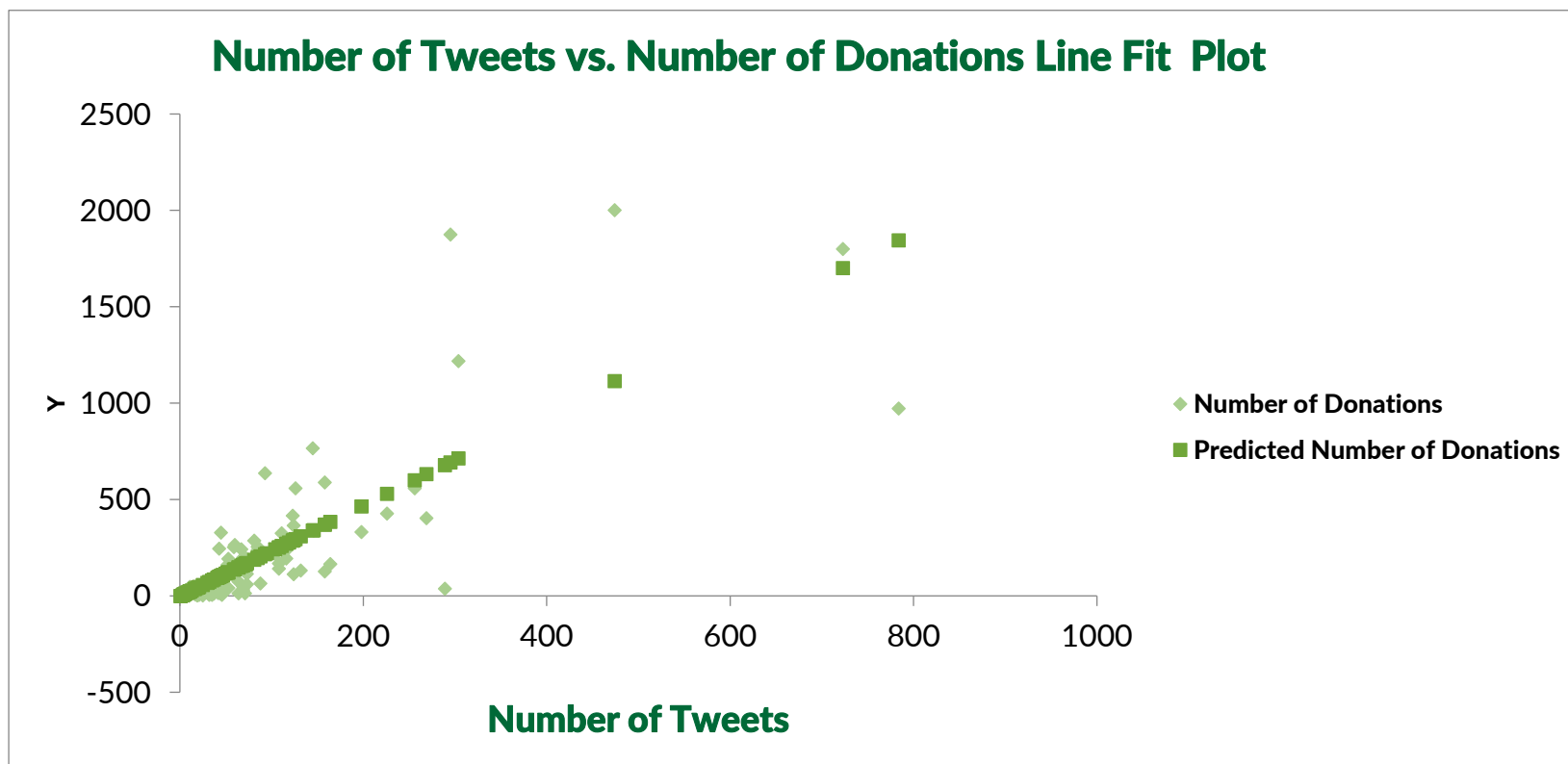
## Appendix 9: Regression Analysis

Regression Statistics	
Multiple R	0.79690405
R Square	0.63505607
Adjusted R Square	0.63095558
Standard Error	230.51697
Observations	91

### ANOVA

	df	SS	MS	F	Significance F
Regression	1	8229657.057	8229657	154.873	3.4752E-21
Residual	89	4729288.548	53138.1		
Total	90	12958945.6			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	-3.2790396	29.9984136	-0.1093	0.9132	-62.8852485	56.327169	-62.885248	56.3271692
X Variable 1	2.35553389	0.189278546	12.4448	3.5E-21	1.97944145	2.7316263	1.97944145	2.73162633



## Appendix 10: Feed the Heroes Volunteer Interview

Q1. How was Feed the Heroes launched?

---

Q2. What were your aims and objectives?

---

Q3. What have you achieved so far?

---

Q4. What is the target audience of your report?

---

Q5. How would you like to scope your impact review?

---

Q6. Has Feed the Heroes registered as a charity?

---

Q7. What was your governance policy?

---

Q8. How did you manage your funds?

---

Q9. What was your procurement process?

---

Q10. How did you manage your marketing activities?

---

## Appendix 11: Ross McCarthy Interview

Q1. How did your firm contend with COVID-19?

---

Q2. What was the impact of COVID-19 on small businesses?

---

Q3. To what extent is this impact expected to be permanent for food businesses?

---

Q4. How has Feed the Heroes impacted these businesses?

---

Q5. How sufficient were government initiatives in supporting businesses?

---

Q6. Are you aware of any initiatives comparable to Feed the Heroes that supported businesses?

---

Q7. Are you aware of any initiatives undertaken by small businesses to support front line workers?

---

Q8. Did Brexit supply chain preparations assist food businesses in coping with COVID-19?

---

Q9. Do you have any advice regarding supplier selection to assist initiatives such as Feed the Heroes?

---

Q10. How sustainable do you believe the benefits of the Feed the Heroes campaign will be for SMEs?

---



# Appendix 12: Feed the Heroes Volunteer Survey

## Team Expertise

**Q1. What was your role in the Feed the Heroes campaign?**

---

**Q2. Please rate your proficiency in up to three of the following domains:**

	1	2	3	4	5	6	7	8	9	10
Communication										
Financial Management										
Human Resource Management										
Leadership										
Legal and Regulatory										
Marketing and PR										
Networking										
Operations Management										
Risk Management										
Technology										

## Purpose and Goals

**Q3. The Feed the Heroes volunteer team were strongly committed to a shared mission.**

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

**Q4. The team consistently produced strong measurable results.**

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

## Roles

**Q5. I understood my role.**

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

**Q6. Everyone valued what each member contributed to the team.**

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

## Team Processes

**Q7. Project issues were addressed and resolved quickly.**

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

**Q8. The team worked with flexibility, adapting to changing needs.**

- Strongly agree
  - Somewhat agree
  - Neither agree nor disagree
  - Somewhat disagree
  - Strongly disagree
- 

### Team Relationships

**Q9. Team members appreciated one another's unique capabilities.**

- Strongly agree
  - Somewhat agree
  - Neither agree nor disagree
  - Somewhat disagree
  - Strongly disagree
- 

**Q10. Team members displayed high levels of co-operation and mutual respect.**

- Strongly agree
  - Somewhat agree
  - Neither agree nor disagree
  - Somewhat disagree
  - Strongly disagree
- 

### Intergroup Relations

**Q11. Communication was effective between team members.**

- Strongly agree
  - Somewhat agree
  - Neither agree nor disagree
  - Somewhat disagree
  - Strongly disagree
- 

**Q12. Differences were resolved collaboratively.**

- Strongly agree
  - Somewhat agree
  - Neither agree nor disagree
  - Somewhat disagree
  - Strongly disagree
- 

### Problem Solving

**Q13. Team members took personal responsibility for the effectiveness of the team.**

- Strongly agree
  - Somewhat agree
  - Neither agree nor disagree
  - Somewhat disagree
  - Strongly disagree
- 

**Q14. Team members maintained a can-do approach when they encountered challenging situations.**

- Strongly agree
  - Somewhat agree
  - Neither agree nor disagree
  - Somewhat disagree
  - Strongly disagree
- 

### Passion and Commitment

**Q15. Team members frequently went beyond what was required.**

- Strongly agree
  - Somewhat agree
  - Neither agree nor disagree
  - Somewhat disagree
  - Strongly disagree
- 

**Q16. Working on the team inspired people to do their best.**

- Strongly agree
  - Somewhat agree
  - Neither agree nor disagree
  - Somewhat disagree
  - Strongly disagree
- 

### Skills and Learning

**Q17. Team members asked themselves 'how could they do better tomorrow than today?'.**

- Strongly agree
  - Somewhat agree
  - Neither agree nor disagree
  - Somewhat disagree
  - Strongly disagree
- 

**Q18. Everything, including mistakes, was viewed as opportunities for learning and growth.**

- Strongly agree
  - Somewhat agree
  - Neither agree nor disagree
  - Somewhat disagree
  - Strongly disagree
- 

### Emotional Response

**Q19. What one word describes how your involvement in Feed the Heroes made you feel?**

---

---



## Appendix 13: Feed the Heroes Corporate Donor Survey

**Q1. How did you hear about the Feed the Heroes campaign?**

---

**Q2. What were your motivations for getting involved with the Feed the Heroes campaign?**

---

**Q3. Has your perception of frontline workers changed since engaging with Feed the Heroes?**

---

**Q4. If Feed the Heroes benefitted your business, in which ways did this materialise?**

---

**Q5. How did association with Feed the Heroes make you feel?**

---

**Q6. Has your involvement with Feed the Heroes encouraged you to engage in more community outreach?**

- Yes
- Unsure
- No

**Q7. Do you have any other thoughts, comments or suggestions that you would like to share?**

---

**Q8. Would you be interested in participating in a 10-minute telephone conversation regarding your donor experience?**

- Yes
- No

**Q9. If yes, please leave your name and contact email address.**

---

## Appendix 14: Feed the Heroes In-kind Donor Survey

**Q1. How did you hear about the Feed the Heroes campaign?**

---

**Q2. What were your motivations for getting involved with the Feed the Heroes campaign?**

---

**Q3. Has your perception of frontline workers changed since engaging with Feed the Heroes?**

---

**Q4. If Feed the Heroes benefitted your business, in which ways did this materialise?**

---

**Q5. How did association with Feed the Heroes make you feel?**

---

**Q6. Has your involvement with Feed the Heroes encouraged you to engage in more community outreach?**

- Yes
- Unsure
- No

**Q7. Do you have any other thoughts, comments or suggestions that you would like to share?**

---

**Q8. Would you be interested in participating in a 10-minute telephone conversation regarding your donor experience?**

- Yes
- No

**Q9. If yes, please leave your name and contact email address.**

---

## Appendix 15: Feed the Heroes Supplier Survey

**Q1. Did involvement with Feed the Heroes commercially benefit your business?**

- Yes
- No

**Q2. Did involvement with Feed the Heroes make it possible to retain jobs?**

- Yes
- No

**Q3. If yes, how many jobs did you retain?**

---

**Q4. Did Feed the Heroes pay you in a timely manner?**

---

**Q5. How did association with Feed the Heroes make you feel?**

---

**Q6. Has your involvement with Feed the Heroes encouraged you to engage in more community outreach?**

- Yes
- Unsure
- No

**Q7. Do you have any other thoughts, comments or suggestions that you would like to share?**

---

**Q8. Would you be interested in participating in a 10-minute telephone conversation regarding your donor experience?**

- Yes
- No

**Q9. If yes, please leave your name and contact email address.**

---

## Appendix 16: Feed the Heroes Frontline Worker Survey

**Q1. Where were you working on the frontline of COVID-19?**

- COVID-19 Testing Centre
- COVID-19 Tracking Centre
- Emergency Services (Ambulance Service, Fire Service, Gardaí)
- GP Surgery
- Hospital
- Laboratory
- Pharmacy
- Residential Care Setting
- Other (Please Specify) \_\_\_\_\_

**Q2. Did the receipt of meals or care boxes improve your sense of wellbeing?**

- Yes
- No

**Q3. Did these meals or care boxes improve your work experience?**

- Yes
- No

**Q4. Did these meal or care boxes improve your productivity?**

- Yes
- No

**Q5. To what extent did Feed the Heroes alter your perception of how the public values your work?**

\_\_\_\_\_

**Q6. Do you have any other thoughts, comments or suggestions that you would like to share?**

\_\_\_\_\_

**Q7. Would you be interested in participating in a 10-minute telephone conversation regarding your donor experience?**

- Yes
- No

**Q8. If yes, please leave your name and contact email address.**

\_\_\_\_\_



# FEED THE HEROES PROJECT PLAYBOOK

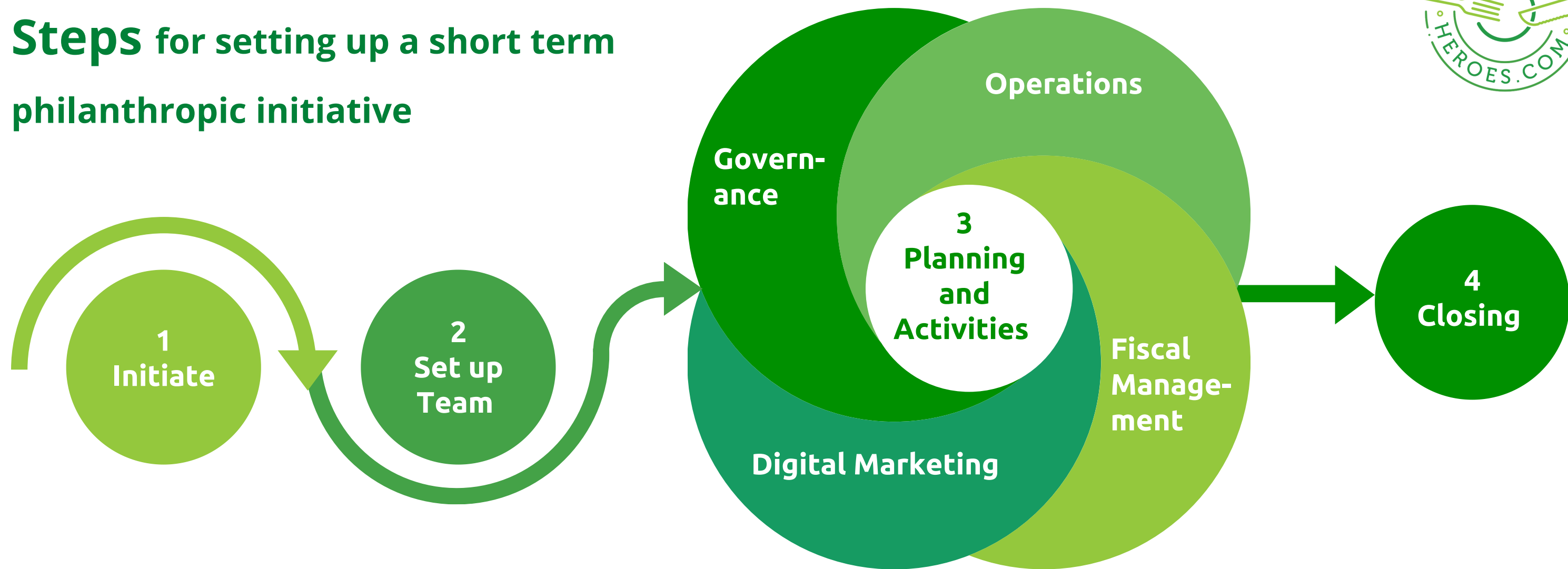


*#fuellingthefrontline*





## Steps for setting up a short term philanthropic initiative



Critical Success Factors	★ Clear mission statement	★ Integration of platform model	★ Rigid governance
	★ Team commitment to the cause	★ Diverse team skills	★ Strong financial controls
	★ Attainable milestones	★ Use of agile methodology	★ Comprehensive digital marketing campaign

## Initiate

When setting up a philanthropic initiative, it is critical to ensure:

- Relevance of the initiative to stakeholders' needs.<sup>[1]</sup>
- The initiative will deliver benefits to satisfy those needs.<sup>[2]</sup>
- Coherence with domestic and international initiatives.<sup>[1]</sup>
- A mission statement is clearly defined.<sup>[3]</sup>
- Aims are derived from the mission statement.
- Winnable milestones are established.<sup>[4]</sup>

## Governance

- Given the responsibility owed to donors, a high degree of rigour must underpin the initiative.
- Establishing a constitution and conflict of interest policy, undertaking a risk assessment and conducting weekly board meetings can help to ensure effective governance.
- Legal obligations with respect to governance of the initiative and reporting may exist in respective countries (e.g. Charities Regulator in Ireland).

## Set up Team

- Team skill diversity, value alignment and commitment to the cause represent critical success factors in ensuring efficient leadership, management and governance.<sup>[5]</sup>
- The team should satisfy the 10 requisite skills of an efficient team: communication, fiscal management, human resource management, leadership, legal and regulatory, marketing and PR, networking, operations management, risk management and technology.<sup>[6]</sup>
- Adopting an entrepreneurial mindset and agile principles can increase team efficiency.

## Fiscal Management

- Working capital management, including financial projections, monitoring cash flow, burn rate and payment of creditors, is an essential activity for short term initiatives.<sup>[7]</sup>
- Defining financial KPIs and engaging cash management from the outset can help to ensure the success and continuation of a project notwithstanding the uncertainty of cash inflow from donors.<sup>[8]</sup>
- Donations made to registered charities are often tax deductible (e.g. in the US, UK and Ireland).

## Operations

### Fundraising

- Crowdfunding is an efficient way of raising funds from a dispersed online audience.<sup>[9]</sup>
- Crowdfunding campaigns are predominantly driven by emotion, therefore the immediate success of such campaigns resides in the prosocial and emotive nature of the initiative.<sup>[10]</sup>
- GoFundMe is a cost-effective crowdfunding platform, offering services for individuals and registered charities.<sup>[11]</sup>
- Corporate fundraising is an efficient source of finance, raising large sums from limited donations.

### Procurement

- When undertaking procurement activities special consideration should be given to a national and international policy framework, institutional framework, management capacity, market practices, accountability and transparency.<sup>[12]</sup>
- KPIs should be established to monitor procurement efficiency.
- Use of a procurement management platform can also increase efficiency.

## Digital Marketing

- Efficient digital marketing strongly increases number of donations to crowdfunding campaigns.
- While Instagram can cultivate a large following in a short time period, Facebook posts receive more engagement, specifically when advertised.
- Easy to read infographics and weekly newsletters are effective ways to keep donors updated and promote trust and ensure accountability.<sup>[13]</sup>
- Social media challenges engage donors and allow for active participation in fundraising efforts, increasing motivation to donate leading to their success.<sup>[14]</sup>
- Creating a unique hashtag reinforces the initiative's brand.

## Closing

- Upon winding up, outstanding debts and liabilities must be discharged.
- Remaining funds should be transferred to an initiative with aligned values.
- An external impact review should be conducted with findings and lessons learned disseminated to ensure transparency and accountability.



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