



# REPORT

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**FEBA**  
SKILL-SHARING  
SESSION

THE FUTURE OF FOOD BANKS IN EUROPE

## Food Rescue: The New Future of Food Donation

10-11 DECEMBER 2018 / DUBLIN, IRELAND



Published January 2019, Brussels.

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This publication has received financial support from the European Union through the Grant Agreement SANTE/2018/E1/FEBA/SI2.790560. The information contained in this publication reflects only the authors' view and the European Commission is not responsible for any use that may be made of the information it contains.

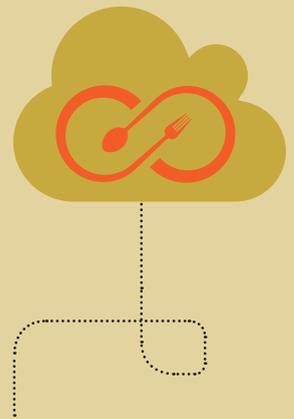
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# Introduction

**The skill-sharing session “Food Rescue: the New Future of Food Donation” was focused on the delegated distribution model and took place in Dublin during two days in December 2018. Food Bank representatives from 15 European countries shared best practice and knowledge about existing models of delegated distribution and talked about the potential for development in their countries.**

The skill-sharing session is part of the project “The Future of Food Banks in Europe. Preparing the ‘20s”, awarded with a grant by DG Health and Food Safety, European Commission. The objective of the project is sharing best practice and knowledge amongst FEBA members to support recovery and redistribution of surplus food to feed people in need. This contributes to the achievement of the UN SDGs, in particular SDG 12.3 by preventing food waste through the redistribution for human consumption.



**The landscape for food redistribution is evolving due to many factors including a growing focus on circular economy, sustainability and corporate social responsibility, manufacturing advances and innovations, increased attention on nutrition and health, technology and digital transformation, and a stronger interest in public-private partnerships in order to build a more resilient food system.**

The original and founding mission of FEBA membership is the recovery and redistribution of surplus food from the food supply chain for preventing food waste. Over time throughout Europe the model of Food Banks has evolved and diversified according to different specific contexts, bringing innovation and added value to the core mission. Much work has been done to increase redistribution through clarifying relevant provisions in EU legislation and helping lift barriers to food redistribution within the current EU regulatory framework.





The publication of different guidelines promoting food donation has been of significant benefit; in particular, “Every Meal Matters” jointly drafted by FoodDrinkEurope, EuroCommerce and FEBA in 2016, the “European hospitality industry guidelines to reduce food waste” drafted by HOTREC and FEBA in 2017, and the “EU guidelines on food donation” drafted by the European Commission in 2017.

In order to build on this work and continue to support its members, FEBA is supporting the sharing of best practice

across Europe through these skill-sharing sessions. Understanding trends in the food supply chain and evolving models in Food Banks is necessary to reinforce the credibility and efficacy of FEBA and its membership.

FEBA organised the first of these valuable skill-sharing sessions on the topic of delegated distribution. In this document you will find a summary of the information and best practice shared during the two days of the skill-sharing session.



**Sharing best practice and knowledge can not only expand and strengthen the network but can also contribute to building members’ expertise and ensuring that they are effective. By focusing on the economic, environmental, nutritional and social benefits generated by their daily activity the FEBA members can continue to be professional food redistribution partners for the food industry.**

# What is delegated distribution?



Delegated distribution allows increased amounts of edible surplus food to be recovered from the retail and food service sectors. It is complementary to the traditional model of Food Banks (based on warehousing and logistics), and consists of the direct recovery and redistribution of safe and nutritious food products, especially fresh products and cooked meals, to charitable organisations and their final beneficiaries.

This involves time-critical localised logistics, usually occurring in urban areas with volunteers playing an important part in its implementation. This activity can be managed and implemented by Food Banks or can be delegated to their affiliated charitable organisations while Food Banks support and oversee the success of the process and procedures.

# Skill-sharing session Summary / 10th December

**Location:** As a key theme for the session was digital disruption it was very fitting that our first day was hosted in the European Headquarters of Google in Dublin. Google very kindly accommodated the FEBA event in their Silicon Docks Campus in Dublin.  
**Google**

## Introduction / Digital Transformations. Mission impossible?

Fabio Fraticelli from Università Politecnica delle Marche highlighted that for social organisations digital transformations is not only a technical challenge but also cultural, organisational, social, managerial and creative. While a high number of organisations are aware and understand the importance of digital transformations, the majority still has to adopt it.

### Where to start? Recommendations towards a digital transformation:

- Open innovation
- Reskill / Benchmark your skills
- Identify digital champions (via Social Network Analysis)
- Build up a Task Force composed of an **Expert** (that suggests cutting-edge digital solutions), a **Wise** (that guarantees that digital solutions are fitting with the organisation' vision and mission) and a **Pragmatic** (that guarantees the execution of the digital transformation plan)



An organisation is digitally transforming itself when it increasingly uses technology to boost the added value generated by each element of its value chain.



Fabio Fraticelli,  
Università Politecnica  
delle Marche and  
TechSoup Academy

4 out of 5

organisations have not completely undertaken a digital transformation process<sup>1</sup>

25%

of entrepreneurs have a clear understanding of digital transformation<sup>2</sup>

<sup>1</sup> Forbes, based on PulsePoint group data (2017).

<sup>2</sup> Bruce Rogers on Forbes, using thedigitalhelixbook data (2017).

## Keynote Speech / Toward a delegated distribution model – The FoodCloud Case

Emma Walsh from FoodCloud introduced FoodCloud to the participants. FoodCloud has developed a software platform that enables businesses to work with charities in their local community to coordinate surplus food redistribution and ensure that no edible surplus goes to waste across Ireland and the UK.

FoodCloud's first retail partner was Tesco. Now FoodCloud works with a number of large retailers including Aldi and Lidl and redistributes food from 3,400 supermarkets to 8,000 charitable organisations. FoodCloud is a registered charity but employs a social enterprise model where retailers pay an annual subscription for each participating store. It is funded 75% by businesses and 25% through grants and fundraising.

### Process stages/ Recommendations

- **Working with businesses** involves several considerations: develop the process that works for the business, agree the level of commitment, food types, timelines, technical and legal requirements and training. Align expectations from the beginning for a successful partnership.
- **Matching local stores and charities.** Considerations and questions to ask yourself: where can I find charities? Can they collect food from the locations at the right time? Can they accept food safely? How will we manage contracts? How will we report on the process?



**Don't let perfect be the enemy of good: start with something small and build from that.**



*Emma Walsh,  
FoodCloud*



**Learning and challenges / Considerations:**

**1. When managing charities**

- Where will you find charities
- How will you engage with them
- Education around surplus food
- What level of support to provide?

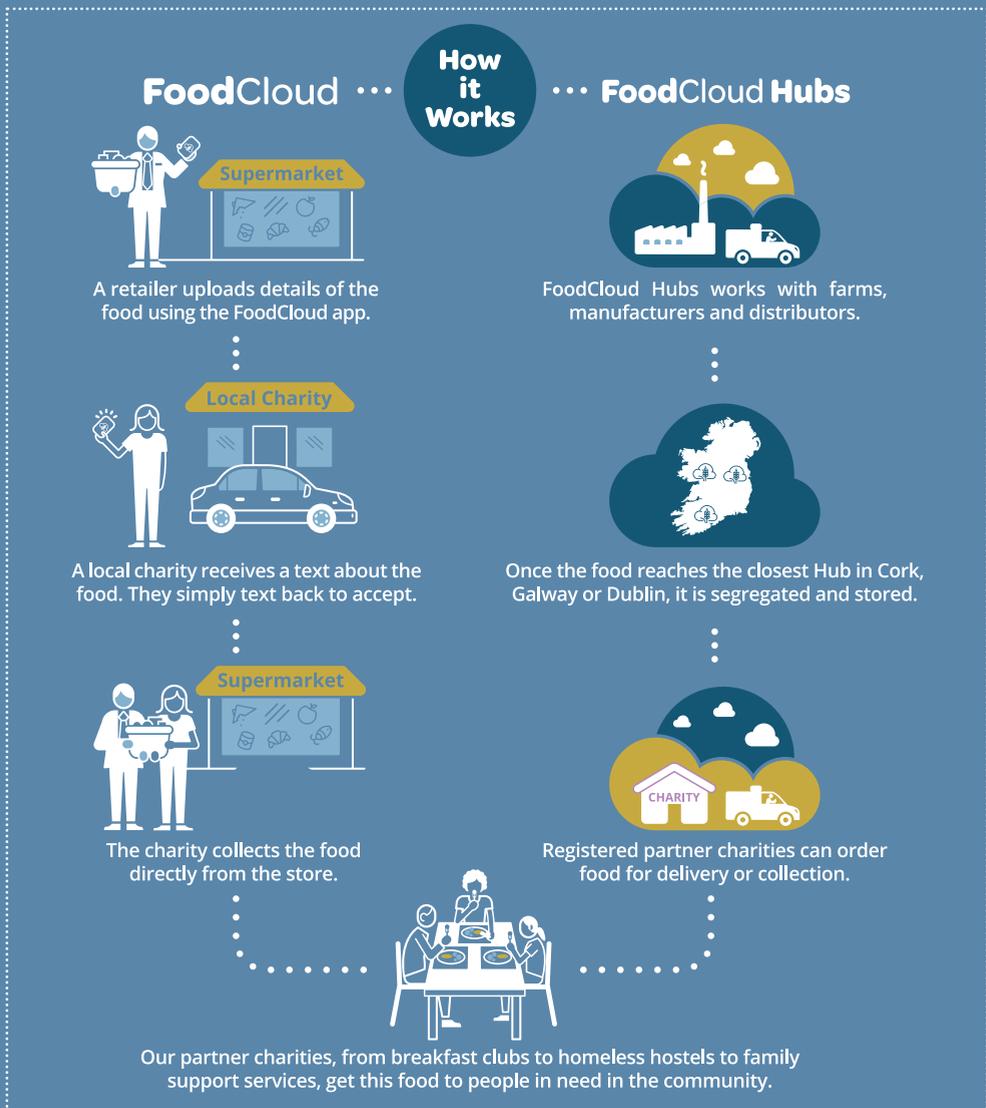
**2. When working with food businesses**

- Brand integrity
- Legislation/food safety

- Contracts and legal
- Time and costs
- Partnership approach

**3. About funding. What can you offer businesses?**

- Reduced waste disposal
- Positive environmental impact
- Contribution to charity sector
- Marketing and communications
- Reporting
- Employee engagement



## Brainstorming Session / Understanding the model

### How do we measure the CO<sub>2</sub> impact of picking up food?

It is based on an estimation, with a conversion factor of 1kg of food = +/- 3.2 kg of CO<sub>2</sub>.

The Italian Banco Alimentare developed the project "Impatto+" which is inclusive (areas covered: kilos of food, transport of food, paper used in the office, etc.).

CO<sub>2</sub> is not the only factor that should be considered. Water is another essential factor.

The importance of Food Banks 'impact should be highlighted to a certain extend.

### It is not always economically viable to redistribute surplus food: how do we overcome this challenge?

There are many differences across Europe when it comes to food distribution and management.

In the United Kingdom there are no financial costs related to throwing away food. However, that is not the case when it comes to food redistribution and/or disposal. In some instances, the price is quite high to implement these actions. It is important to highlight that the value of food is much more than making a financial donation!

In Belgium, destroying food is more expensive than food donation. In Norway, the situation is quite the opposite.

### How important is the partnership of businesses with Food Banks? What is the added value?

Visibility is an important aspect. In Australia, the use of association and retailer's logos had a positive impact.

Media exposure, as a measurable factor.

There are cases where joined marketing efforts are not positively perceived. In some countries, the companies are not openly communicating about food waste. The consumers can perceive business association with charities negatively.

It is paramount for Food Banks to come across as a viable partner: we help business reduce food waste. We are not only asking for food.

## Sharing Experience / A stepping stone to increase knowledge

The participants were divided in 4 groups, answered 4 main questions and identified together the challenges and opportunities of delegated distribution.

### What kind of donors do you have?

Whole sellers – Food Service – Retailers

### Do you have a delegated distribution?

The majority already use delegated distribution but not always in the same way

### What kind of charities do you have?

Every type of organisation. Main challenges for the charities: equipment, food safety, having enough volunteers

### What are the challenges and opportunities to adopt this model?



- Cost for employees
- Food safety
- Lack of supermarket interest
- Age of volunteers
- Lack of funding
- Food Banks don't want to change
- Transport/collection > logistics
- Education of charities/stores
- Food transport
- Is it cheaper to buy food?
- Risk for food bank reputation
- Managing multiple partners + managing expectations/needs
- Gathering feedback



- Many supermarkets (in Norway) are already doing it without food banks
- Cruise lines
- It is cheaper, simpler, there are a lot of options
- Improve the balance of nutritional impact
- A lot of EU funding
- Food variety
- Supermarkets are everywhere
- Education of charities
- Tax incentives
- Good quality food
- Fresh food
- CSR initiatives supported by companies

## Workshop session / Making sense of the complexity and adapting the model to the context – a multi-stakeholder approach

The participants brainstormed about ways to adapt the delegated distribution model in their country, using 5 steps.



### 1. Donor Onboarding

There are some barriers (food safety, time, ...)

#### Which arguments?

- Make sure to speak to the right people
- Tell the right story
- Show the big picture: how can we help them reduce food waste
- Talk about the benefits (avoid disposal costs, VAT in some countries, ...)
- Build trust / transparency
- Highlight employee engagement
- Opportunity to give them reporting
- Help reduce bureaucracy with technology
- Supermarkets can donate food even where there is no Food Bank: improve donated food without improving operations

## 2. Charity Recruitment

- Reliability and passion
- Equipment/resources
- Start with umbrella organizations: you train one and they can replicate it
- Contract: verify that they don't sell the food
- Start with charities that host people (living facilities, social restaurants, ...)
- Small charities that are close to small supermarkets

## 3. Rollout

- Bigger or more international companies
- Easier to work with companies that take off food before expiration date
- 1 charity for multiple (3) stores
- Start small: with a pilot for 3 months then official launch
- Training is fundamental and should be provided by the donor
- Share and understand the rules and sign an agreement
- Consider starting from urban areas

## 4. Charity Engagement

- Visit/verify each charity
- Start small
- Manage planning for the charities (timetables, list of pickups, ...)
- Ask feedback to the retailers in order to react quickly (think about an online form)
- Gather data from donors

## 5. Donor Relationship Management

- Food Bank as command and control center (information hub)
- Marketing and PR (thank the donors by sending a letter, give certifications "Donor of the year")
- Donors can visit the recipients (and engage with charities as volunteers)
- Manage complaints and issues quickly
- Adopt an IT solution to gather and share data
- Organise regular meetings
- Share best and worst practices (shops, chains, ...)

# Dinner



Dinner took place at FoodCloud Hubs and was prepared by Trevor Kearns, the head chef at Sophia Housing, using surplus food. Trevor Kearns, a very experienced chef, is the sort of culinary wizard that makes surplus food received from FoodCloud particularly potent for its charity.

**If food waste was a country  
it would be the third-largest  
emitter of greenhouse gases**



*Irish Times,*  
3 November 2018

“When he came to work for Sophia Housing 10 years ago, the lovely kitchen area wasn’t built and the 150-year-old convent across the yard “smelled of overcooked cabbage”. They had banned salt for seasoning, he says, but had a freezer full of salty processed food. He laughs. He’s changed all that. “Everything is homemade here now ... Breads, soups, sauces, scones. Nothing’s really bought in.”  
[...]

Here he creates meals for residents, staff, the children at the creche and many local parents. There’s a budget of 30 cents to feed the children in the creche each day, says Kearns. “With FoodCloud you can cook a whole meal on that. Some days they get fillet steak ... You can see in their faces: ‘Is this for me?’ Some of them live on takeaways ... Some kids don’t recognise green vegetables because all their food is orange.”

Kearns estimates that he’s saving 70 per cent of his food budget working this way and he recently bought a big freezer to store food that arrives in excessive quantities. The nature of surpluses can be “unpredictable and bizarre”.

# Skill-sharing session Summary / 11th December



## Preparing a pitch: getting innovation funded

Introducing new ideas is often challenging so we put together teams who were tasked to create a pitch outlining how they would implement a delegated distribution model in their country, and how they would convince retailers, charities and their Board of Directors to adopt the solution.

The first group made a compelling argument as to why retailers should get onboard with food donations in a partnership type approach in order to support the community and save money.

### Location: Broadlake

Day 2 challenged our food bankers to pitch their innovative solutions and practice for when they will need to get buy in from stakeholders. Broadlake is a private equity firm and has a wonderful space inspired by the circular economy, with upcycled pallets and funky vintage furniture. This was the perfect place for day two's pitching challenge.

The second group outlined that while there were many challenges that the charities would face, nothing was insurmountable and by working together they could achieve great things. They really focused on getting the charity sector to buy into the bigger vision.

The third group developed a bold and innovative proposal for a technological solution that would change the future of food banking and convinced their board that they should be world leaders in implementing this.



# Programme

## December 10th

8h30 - 9h00	<b>Registration and coffee</b>	
9h00 - 9h15	<b>Welcome /</b> Agenda of the workshop and expectations	Angela Frigo (FEBA)
9h15 - 9h50	<b>Introduction /</b> Digital Transformation. Mission impossible?	Fabio Fraticelli (Università Politecnica delle Marche and TechSoup Academy)
9h50 - 10h30	<b>Keynote Speech /</b> Toward a delegated distribution model - The FoodCloud Case	Emma Walsh (FoodCloud)
10h30 - 11h00	<b>Coffee Break</b>	
11h00 - 11h45	<b>Brainstorming Session /</b> Understanding the model	Plenary session
11h45 - 12h00	<b>Short Break</b>	
12h00 - 13h00	<b>Sharing Experience /</b> A stepping stone to increase knowledge	Working in groups
13h00 - 14h00	<b>Lunch</b>	
14h00 - 15h45	<b>Workshop Session /</b> Making sense of complexity and adapting the model to the context - A multi-stakeholder approach	Working in groups
15h45 - 16h15	<b>Coffee Break</b>	
16h15 - 17h15	<b>Plenary Session /</b> Wrapping up	Plenary session
17h15 - 17h30	<b>Closing remarks</b>	

## December 11th

9h00 - 9h15	<b>Arrival of participants</b>	
9h15 - 9h30	<b>Welcome /</b> Recap of DAY 1 and expectations for DAY 2	Angela Frigo (FEBA) and Fabio Fraticelli (Università Politecnica delle Marche and TechSoup Academy)
9h30 - 11h00	<b>Preparing a pitch /</b> Getting innovation funded	Working in groups
11h00 - 11h15	<b>Coffee Break</b>	
11h15 - 12h15	<b>Plenary Session /</b> The challenge is on	Plenary session
12h15 - 12h30	<b>Closing remarks</b>	Jacques Vandenschrik (FEBA)
12h30 - 13h30	<b>Lunch</b>	

# Acknowledgement

The European Food Banks Federation takes this opportunity to gratefully acknowledge DG Health and Food Safety, European Commission for concretely supporting the reinforcement of the credibility and efficacy of FEBA and its membership.

A grateful acknowledgement to FoodCloud, in particular Aoibheann O'Brien, Iseult Ward, Emma Walsh and Joanna Goldfinch, and the whole team.

Deserving of special mention is Fabio Fraticelli for giving an added value to the skill-sharing session thanks to his competence and expertise.

A deep appreciation to Google and Broadlake for hosting the skill-sharing session in such an inspiring environment.

A huge thank you to Trevor Kearns for cooking an extraordinary dinner using surplus food.

Last but not least, many thanks to all the participants who actively contributed to the success of the skill-sharing session.

Save  
the  
date!



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THE FUTURE OF FOOD BANKS IN EUROPE

**Impactful data  
for social good**



**4-5**  
FEBRUARY  
**2019**

**BRUSSELS**







European Food Banks Federation  
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