



Starting a Food Bank:

Moving from
CONCEPT to **IMPACT**



The Global
FoodBanking
Network®

A photograph of a food distribution event in a community setting. In the foreground, a woman wearing a white headscarf and a colorful patterned dress is bending over, placing a pink packet into a cardboard box. The box is labeled 'COVID-19 RELIEF PACKAGE' and 'AGEGE OUTREACH'. Other boxes and bags of food are scattered on the ground. In the background, several other people, including women in colorful dresses and headscarves, are standing or walking. One woman in a blue patterned dress is looking towards the camera. The scene is outdoors on a dirt ground.

Introduction to The Global FoodBanking Network



The Global
FoodBanking
Network®

GFN: Helping Build Food Banks Since 2006

GFN was created to support existing food banks and to help start new food banks in countries that don't have them.

We have helped start food banks in nearly 20 countries.

We have created partnerships to drive all types of resources to local food banks.

We are committed to nourishing the world's hungry through uniting and advancing food banks.



VISION

A WORLD FREE
OF HUNGER

MISSION

To help nourish the world's hungry through
uniting and advancing food banks

OUR APPROACH

SCALE:
LAUNCH FOOD
BANKING
ORGANIZATIONS

Advance and promote food-
secure communities

EMPOWER:
BUILD
CAPACITY

Reduce hunger and
advance nutrition

ACCELERATE:
LEVERAGE
PRODUCT
SOURCING

Enhance access to nutritious
product donations and
investments from
global partners

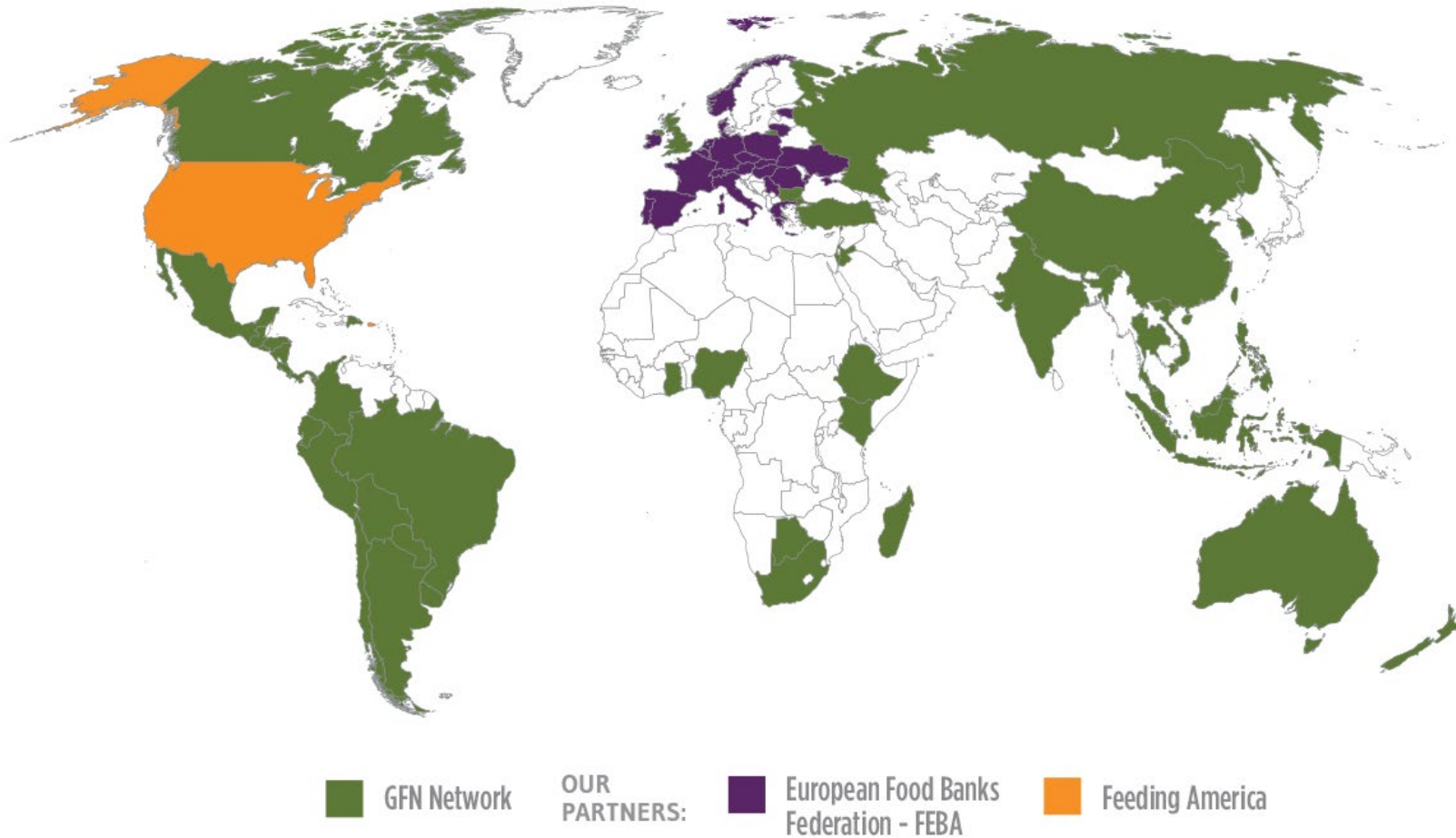
PROTECT:
REACH
THE MOST
VULNERABLE

Extend the work of food banks
to those most in need



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CURRENT REACH



*See website for full list of GFN member countries

Our network of more than 900 food banks in 44 countries distributes food to more than 16.9M hungry people (2019) through over 56,000 social service organizations providing life changing services and help on the path to self-sufficiency.

Between March through November 2020, GFN food banks expanded their reach, serving more than 27M people.

THE GLOBAL FOODBANKING NETWORK

OUR DIFFERENCE: POWERING COMMUNITIES

Our community-based approach means we are agile and uniquely responsive to local needs.

Our model invests in and raises up local leadership to:

- Establish food banks in high-need communities
- Scale food banks where they already exist

Leading to:

- Better access to nutritious food
- Continuation of vital humanitarian services
- Reduction of food loss and waste



THE GLOBAL FOODBANKING NETWORK

OUR EXPERT TECHNICAL ASSISTANCE AND CRITICAL FUNDS HELP FOOD BANKS:

Source more, nutritious foods

Increase distribution capacity

Build opportunities for agricultural and food waste recovery

Partner with NGOs that provide essential services

Serve hard-to-reach areas, e.g., rural communities, indigenous populations

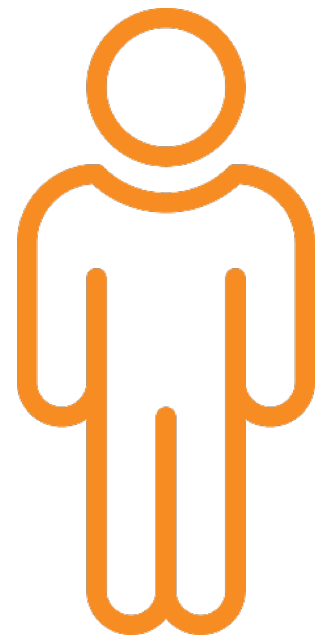
Advocate for more relief services for those in need



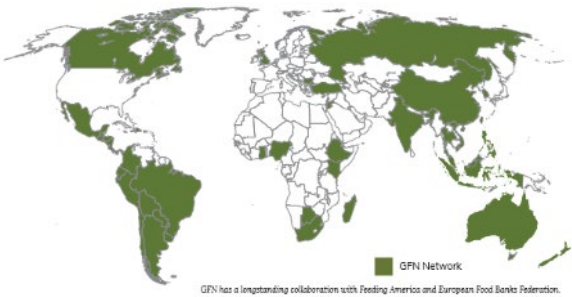
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CURRENT IMPACT – GFN’S GLOBAL WORK

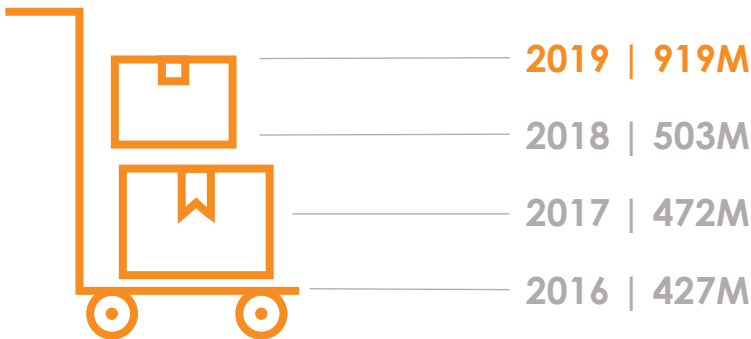
SERVING
16.9 MILLION
PEOPLE IN FY20



44 COUNTRIES SERVED
40 of 44 are Emerging or Developing Markets



FOOD DISTRIBUTION (IN KILOS)



NUMBER OF FOOD BANKS



What is a Food Bank?



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GFN DEFINES A FOOD BANK AS AN ENTITY:

THAT DISTRIBUTES MEALS OR MEAL EQUIVALENT (FOOD AND GROCERY PRODUCT) TO THE HUNGRY AT SCALE – WITHOUT DISCRIMINATION

A SUBSTANTIAL PROPORTION OF THE FOOD IS DONATED FROM COMMERCIAL FOOD SYSTEMS OR GOVERNMENT

IS IDEALLY PRIVATE SECTOR OWNED & OPERATED (A NGO)

THAT DEPENDS UPON & PURSUES ALLIANCES COMPRISING COMMUNITY OR NATIONAL STAKEHOLDERS



HOW FOOD BANKING WORKS



BASIC OPERATING MODELS

Food Banks are typically set up as one of the following models. Some food banks combine models; others take a more narrow focus and follow one model only.

CORE FOOD BANK MODEL

WAREHOUSE BASED MODEL

Collecting, storing, and distributing from a warehouse – typically handling mostly packaged foods – dry as well as refrigerated and frozen

OPTIONAL ADDITIONAL MODELS

PREPARED FOOD MODEL

Collecting from hotels, catering venues, restaurants, etc. and distributing directly to beneficiaries using owned vehicles or volunteers' vehicles

VIRTUAL FOOD BANKING MODEL

Food Bank does not handle the product – it facilitates and manages the relationships between donors (typically retail & prepared food) and beneficiaries, who collect the food themselves direct from the donor

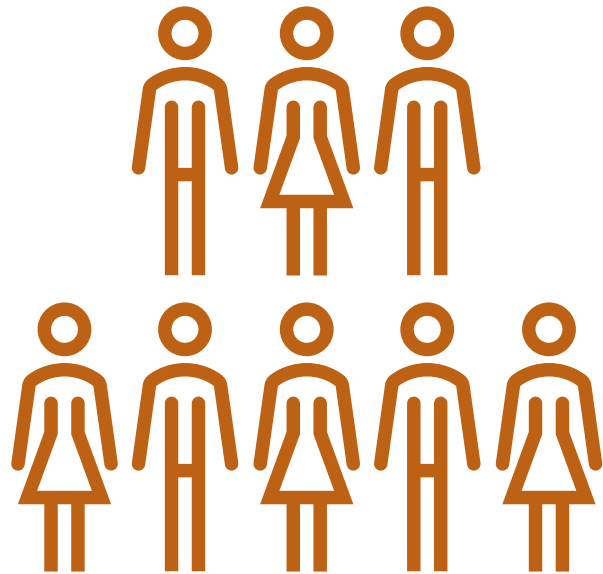
Organizational Infrastructure

- Infrastructure needs depend on the model of food bank.
- Consideration must be given to:
 - types of food to be handled
 - method of collection and distribution
 - storage requirements
- Likely needs will center around:
 - Warehouse
 - Vehicles
 - Equipment
 - Technology
 - Distribution Network

What is a Food Bank?

A Food Bank is a **Community Asset**

- Food banks bridge the gap between surplus and need by creating and facilitating an infrastructure that allows for the collection and redistribution of food that is surplus and unsalable.
- Many food banks also seek to engage the public sector, the private sector, and civil society in pursuing public policy initiatives to mitigate hunger and waste.
- So, a food bank is truly a **community asset**. The infrastructure and network of partnerships that a food bank establishes in a community are as essential to a healthy environment as the police department, the fire department, the education system, and the health care system.



Outcomes – Mitigating Hunger & Food Insecurity

The Essential Role of the Food Bank

Enough food produced but food access limited for economically disadvantaged.

Globally, estimated 123M additional people chronically hungry due to COVID, raising the total to more than 813M overall.

An estimated 2 Billion experienced food insecurity – lack consistent access to food for healthy life. And 3 Billion suffer nutrition deficiencies and unable to afford healthy diets.

The Food Bank Model mitigates hunger and food insecurity at the community level, closest to where it is experienced. Food banks provide essential food access, can supply more nutritious food than may be affordable, and fill in gaps in social protection.

Outcomes – Environmental Impact 2019 – Pre-COVID

FIGURE 13

FOOD BANKS: THE GREEN HUNGER INTERVENTION



65.5 Million Food Insecure People

Served by more than 1000+ Food Banks in 70 Countries

3.75 Million Metric Tons of Surplus Food Recovered

12.39 Billion Kilograms of Greenhouse Gas Emissions prevented

An estimated 1/3 of all food produced is lost or wasted ... if measured as a country, food waste is the 3rd largest emitter of greenhouse gas emissions.

The food bank model is an efficient and effective model to address the paradox of global food insecurity amidst surplus – redirecting surpluses to the hungry, preventing unnecessary food loss and waste and strengthening food systems.

Preventing just 25% of the food wasted each year is enough to feed every hungry person on earth. (UN-FAO)



Outcomes – Nexus of Public Sector and Private Sector Influence

The nature of food banking attracts engagement from the public sector, the private sector, and all segments of civil society.

This broad stakeholder base affords the Food Bank to serve as a convener of key community stakeholders, business, government officials, and institutions of civil society, to address community concerns and offer community solutions.

Potential Areas of Cooperation and Impact –

- Social Protection Expansion – Safety Net for economically disadvantaged people, low-income households
- Gender Equity
- Protection for Informal Workers, support for unemployed persons
- Early Child and School-Age Feeding Programs
- Homelessness, migrants and displaced persons
- Environmental - FLW, Agriculture, and Food System Resilience
- Food Donation Policies – Tax, Liability, Volunteer Protection, and Food Labeling

The Food Bank as a convener of community stakeholders, focused on a common mission to reduce hunger and food insecurity, can help address the “Why Hungry?”

And gather people and institutions to consider creative measures to effect long-term solutions and develop public/private partnerships that go beyond food banking to benefit those served by the food banking system.

Assessing Feasibility



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Assessment Phase

Understanding the Environment

1. Assessment of Need
2. Assessment of Current Service Environment
3. Assessment of Available Resources
 - Funds
 - Food
 - Volunteers
4. Assessment of Legal / Regulatory Issues

Assessment phase

1. Assessment of Need

- How many people are facing hunger?
- Who are the people facing hunger?
- Why are they facing hunger?
- Where do they live?
- What logistics / infrastructure issues relate to reaching them?
- Are there any ethnic, religious, and/or cultural diversity considerations related to dietary requirements?

Assessment Phase

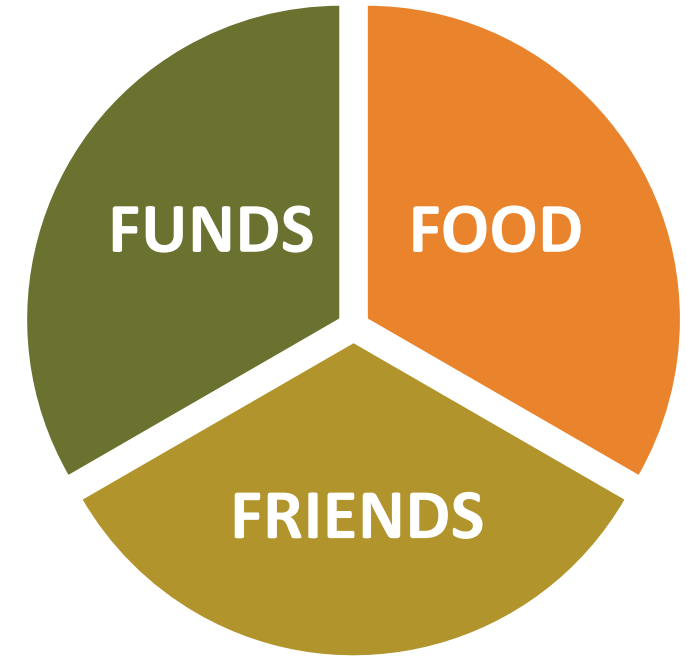
2. Assessment of Current Service Environment

- Who is currently serving people in need with food and meals?
- What kinds of programs do these groups operate?
- Who do they serve?
- What capacity do they have for expansion or consolidation?
- Which international NGOs have a local presence and interest in food security issues?
- How do existing feeding programs measure success or gaps in services?
- What are the gaps – geographic & programmatic?

Assessment Phase

3. Assessment of Available Resources

Food Banks rely on three core resource pillars:



Funds Resource Assessment:



- Can I raise the funds to establish and sustain this organization?
- What is the environment of philanthropy?
- What is the environment relative to NGO fees for service (i.e., can / should the food bank system establish fees for service?)

ASSESSMENT PHASE

3. Assessment of Available Resources

Food Resource Assessment:



- How is the grocery products industry structured?
- How is the agricultural sector structured?
- What product types are available for donation throughout the supply chain?
- What quantities are available?
- What special handling, processing, logistics issues relate to potential donate-able product

Volunteer Resource Assessment:



- What is the common perception of volunteerism?
- If positive, what are common approaches for successful volunteer programs at other NGOs?
- What are the most successful volunteer programs doing relative to recruitment, training, management, recognition?
- What opportunities are there for skills-based volunteering?

ASSESSMENT PHASE

4. Assessment of Legal and Regulatory Issues

- How should the food bank be legally structured, governed, and managed to receive funds & food donations?
- Does the law favor the donation of funds & food to NGOs, or are there obstacles / disincentives that discourage the private sector from supporting a food bank?
- What permits or licenses are needed to establish a food bank?
- Which regulatory agencies are responsible for food safety? Will they support the efforts of a food bank?
- What other regulatory agencies have jurisdiction over food bank operations? How will they be engaged?
- Will government support a food bank? While food banks normally try not to be 'government run', it is important that the food bank be viewed by all levels of government as a community asset designed to help the community.

Assessment Phase

What does the Assessment Tell You?

Having researched all of the above environmental characteristics, does a food bank appear to be a viable option in this community?

- If so, the next stage is developing a Business Plan.
- If not, consider which factors present obstacles and whether they can be overcome to create a more favorable environment.

The Planning Process



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Planning Phase

Business Plan and Capitalization Plan Development

- Planning Infrastructure – Inclusivity is key!
 - Core Team
 - Planning Forum
- Planning Timeline
- Capital Budget & 3-Year Operating Budget
- End Products of the Planning Process:
 - Business Plan
 - Capitalization Plan

Planning Phase

Who Should Sit at the Table?

Designing the planning process requires clear definition of the concept and role of the food bank.

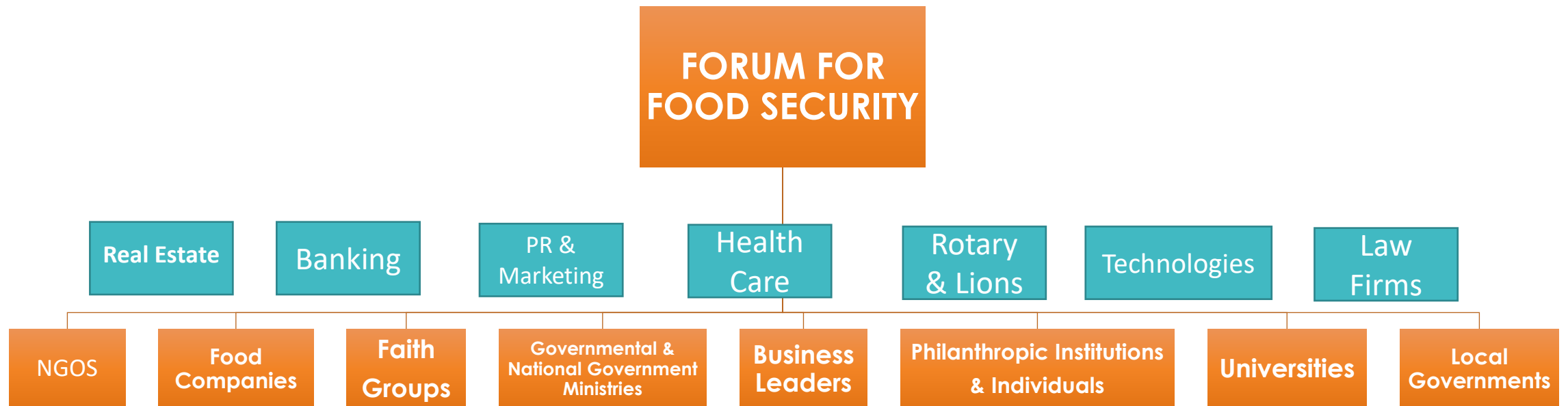
- Who owns the food bank?
- Whom does it serve?
- Who are the stakeholders?
- What should be its scale/scope of services?

Ultimately, it is about collaboration and leveraging...

Planning Phase

Creating a Forum for Planning

Effective Collaboration and leveraging of resources requires
INCLUSIVITY.



Planning Phase

Convening the Group

Core Team should be prepared to:

- Set Vision, Mission, and Values
- Set timeline for process
- Seek consensus and make decisions
- Manage resources
- Develop partnerships

Planning Phase

Funding the Planning Process

The planning process itself will cost money. Who will support the costs of:

- Travel to meetings
- Meeting space
- Meals
- Research
- Report writing
- “Back-office” support

Planning Phase

Deliverables of the Process

The planning process has three main deliverables:

1. The Business Plan
2. The Financial Plan
3. The Resource Development Plan

Planning Phase

Deliverables of the Process

1. THE BUSINESS PLAN

- Organizational Structure (foundation, association, etc.)
- Governance, Management, and Staffing Structures
- Administration Issues
- Facility, Fleet, and Equipment Needs
- Program Design
- Operations Issues
- Product Sourcing
- Warehouse Management Issues
- Logistics Issues
- Distribution Infrastructure
- Communications and Marketing
- Partnership Development

Planning Phase

Deliverables of the Process

2. THE FINANCIAL PLAN

- Capitalization (Start-Up) Budget
- First Year Operations Budget
- 3-Year Projected Budget

Each budget should include realistic numbers for anticipated revenues and expenses. If a particular line item reflects a potential or expected in-kind donation, that should be indicated in both the revenue and expense sides of the budget.

Planning Phase

Deliverables of the Process

CAPITAL COST

- Warehouse Acquisition
- Warehouse Equipment
- Vehicles
- Office Furniture
- Office Equipment
- Computer Equipment

Sample Food Bank Operating & Capital Budget		
Line Item	Category	Budget
<u>OPERATING COSTS</u>		
Salaries & Wages	Total Staff Costs	
Other Personnel Costs		
Rent/Mortgage	Total Occupancy Costs	
Electricity		
Natural Gas		
Warehouse Supplies		
Equipment Rental/Lease		
Telephone & Fax Lines/Service	Total Administrative Costs	
Cell Phones		
Internet Access		
Office Supplies		
Equipment Rental/Lease		
Office Supplies		
Volunteer Recruitment & Recognition		
Audit & Accounting Fees		
Membership Fees		
Postage & Shipping		
Outside Printing		
Website Hosting & Maintenance		
Legal Fees		
Software	Total Insurance Costs	
Depreciation		
General Liability Insurance		
Product liability Insurance	Total Insurance Costs	
Vehicle Insurance		
Fleet Maintenance	Total Transportation Costs	
Fuel		
3rd Party Freight Fees		
Staff Mileage Reimbursements		
Total Operating Costs		

Planning Phase

Deliverables of the Process

3. THE CAPITALIZATION PLAN

- Raising Cash
- Soliciting In-Kind Goods and Services
- Planning Beyond Start-Up for Sustainable Operations

Capitalization Phase

Acquiring the Resources Needed to Launch Operations

- Resource development plan
 - Hard asset acquisition
 - First year operating capital
- Investigate all opportunities
 - Cash
 - In-kind – services and equipment
- When is enough enough?
 - Do I need it all before I launch, or can I go live with 50%, 60%, 80%?

How Can GFN Help?

GFN has a number of resources that can be provided to assist in the establishment of a new food bank. These include:

- Toolkits to guide you through each phase of the process
- Technical assistance, via email, phone, and Zoom
- Introduction to GFN Member Food Banks who can share experiences and best practices
- Potential introduction to Global Corporate Partners

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Questions?



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Next Steps

- Contact GFN at:
NewFoodBankTeam@foodbanking.org
- GFN will send you a questionnaire to help us learn more about your circumstances
- GFN will provide a set of Toolkits to guide your next steps

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