



The **Global**
FoodBanking
Network®

Starting A Food Bank – Moving from Concept to Impact

Tuesday, 5 October 2021



1. **Introduction to The Global FoodBanking Network**
2. What is a food bank?
3. Assessing Feasibility
4. The Planning Process
5. Questions?
6. Next Steps



INTRODUCTION

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 over 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.



INTRODUCTION

The Global FoodBanking Network supports community-driven solutions to alleviate hunger in more than 40 countries.

While millions struggle to access enough safe and nutritious food, nearly a third of all food produced is lost or wasted. We're changing that.

We believe food banks directed by local leaders are key to achieving Zero Hunger and building resilient food systems.



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

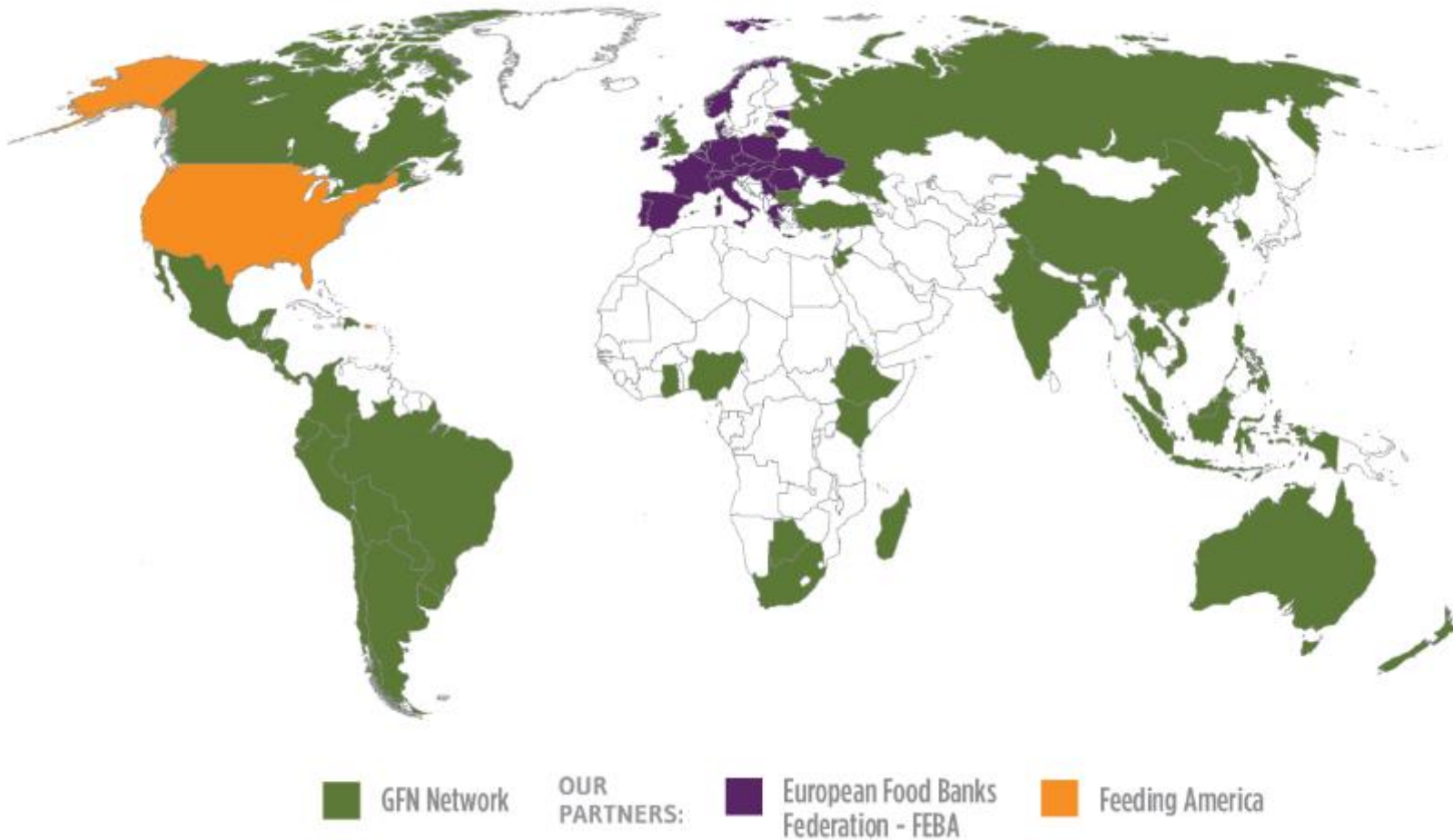
PROTECT:
REACH
THE MOST
VULNERABLE

Extend the work of food banks
to those most in need



The **Global**
FoodBanking
Network®

CURRENT REACH



Our network of more than 778 food banks in 44 countries distributes food to more than 40M people facing hunger (2020) through over 59,000 social service organizations providing life changing services and help on the path to self-sufficiency.

*See website for full list of GFN member countries

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



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

CURRENT IMPACT – GFN's Global Work

**SERVING
40+ MILLION
PEOPLE IN CY20**



44 COUNTRIES SERVED

40 of 44 are Emerging or Developing Markets



NUMBER OF FOOD BANKS



FOOD DISTRIBUTION (IN KILOS)



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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 narrower 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



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-19)

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)

FIGURE 13

FOOD BANKS: THE GREEN HUNGER INTERVENTION



65.5 Million Food
Insecure People

3.75 Million Metric Tons of
Surplus Food Recovered

Served by more than
1000+ Food Banks in
70 Countries

12.39 Billion Kilograms of
Greenhouse Gas Emissions
prevented

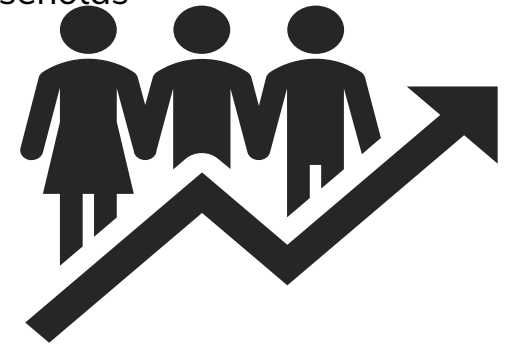
OUTCOMES – Nexus Of Public Sector And Private Sector Influence

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.

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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 access to food and meals?
 - Government programs?
 - NGO-based programs?
- 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?

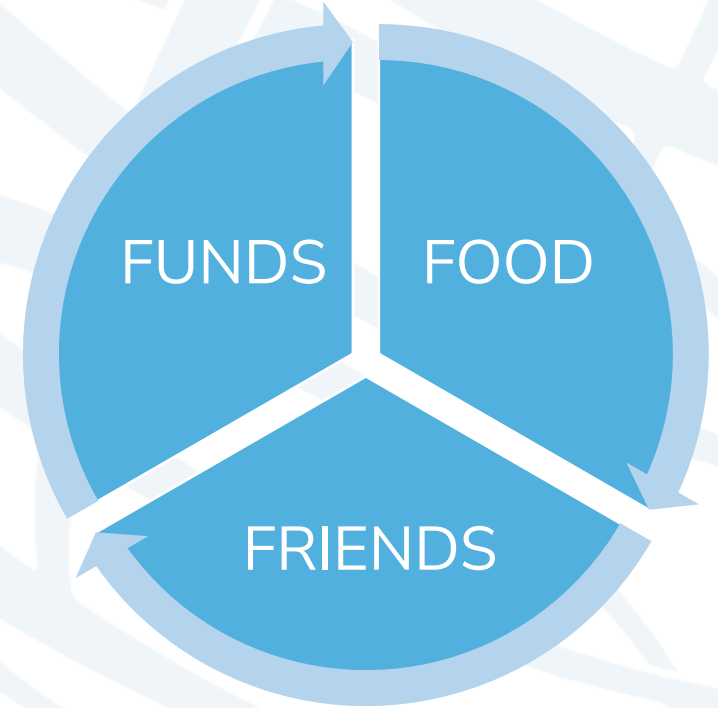
Assessment Phase

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

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?

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.

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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?

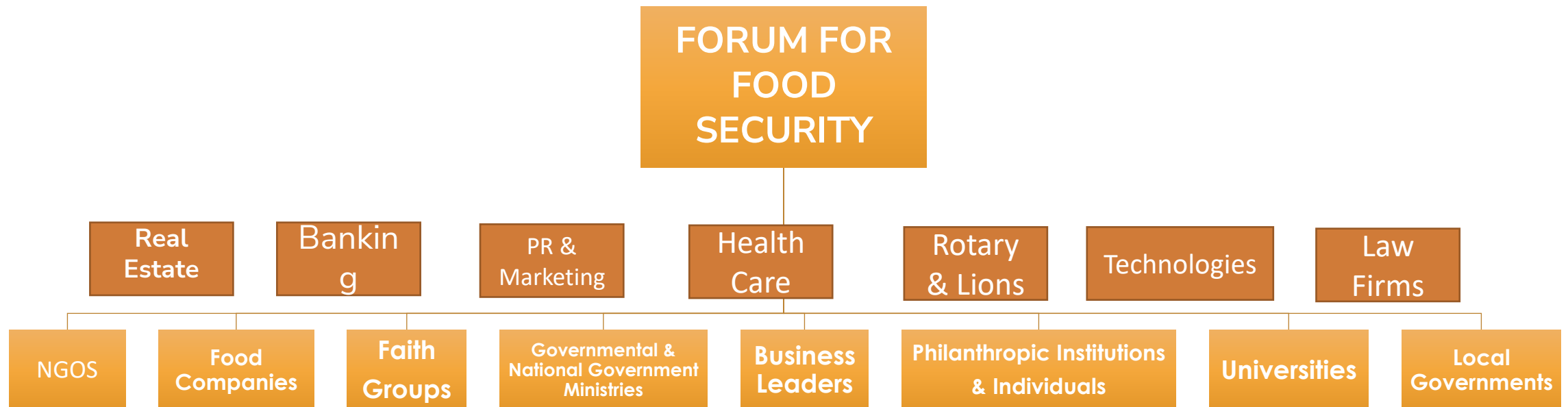
Designing the planning process requires clear definition of the concept and role of the food bank.

- 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...

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		
Other Personnel Costs		
	Total Staff Costs	_____
Rent/Mortgage		
Electricity		
Natural Gas		
Warehouse Supplies		
Equipment Rental/Lease		
	Total Occupancy Costs	_____
Telephone & Fax Lines/Service		
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		
Depreciation		
	Total Administrative Costs	_____
General Liability Insurance		
Product Liability Insurance		
Vehicle Insurance		
	Total Insurance Costs	_____
Fleet Maintenance		
Fuel		
3rd Party Freight Fees		
Staff Mileage Reimbursements		
	Total Transportation Costs	_____
	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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A photograph showing two volunteers in the foreground, wearing face shields and masks, loading large white food bags from the back of a white truck. Other volunteers in green shirts are visible in the background. The scene is outdoors, likely at a food bank distribution point.

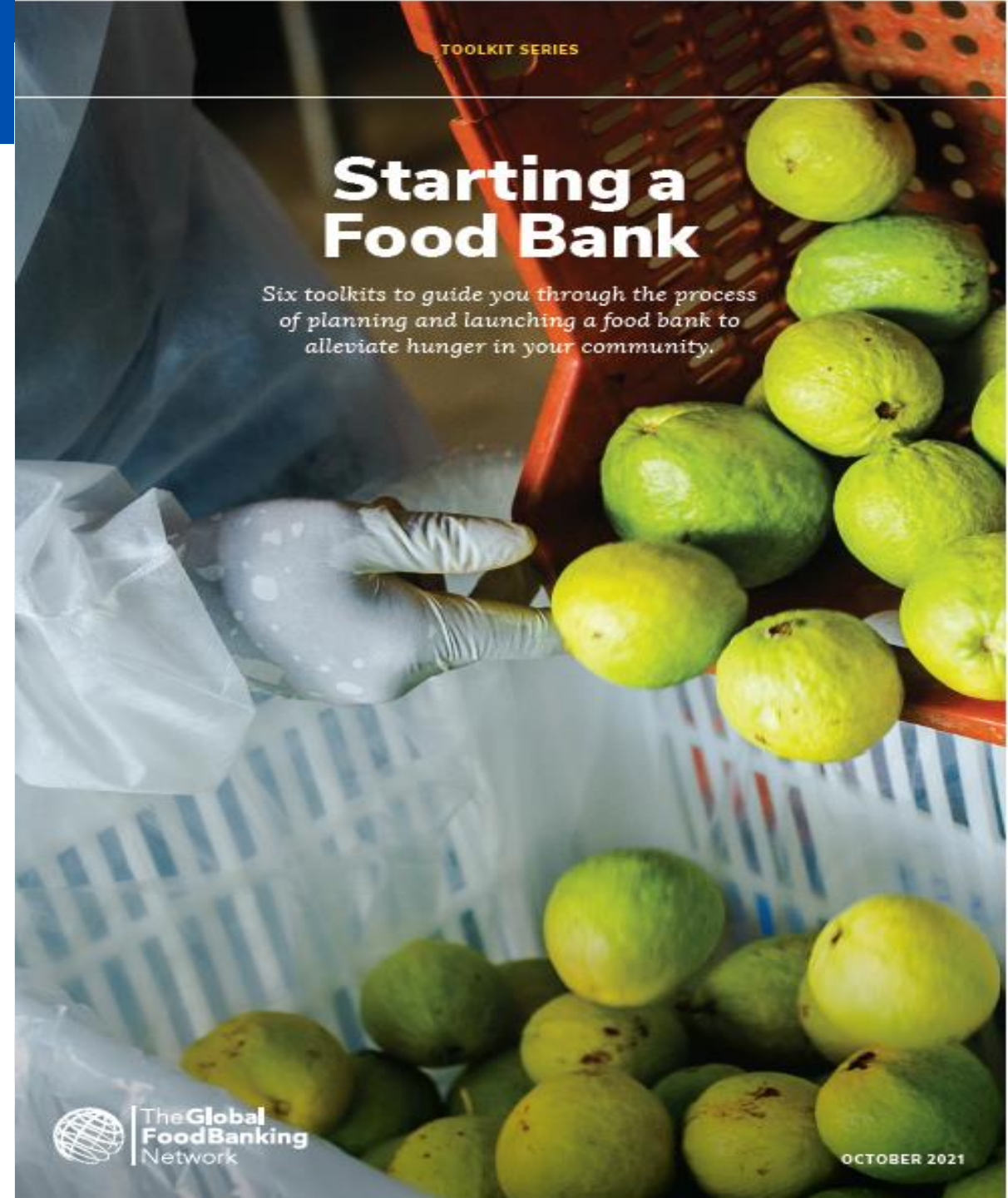
Questions?



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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 access to a set of Toolkits to guide your next steps



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