

20.05.2025

# A Sustainable Food Systems Partnership: the FOODPathS' way



**Hugo De Vries**  
INRAE &  
FOODPathS Coordinator

## Putting all pieces together: how to make the Prototype SFS Partnership puzzle

**Slido.com**  
**#Festival2025**

# What has been presented before?



- SRIA:
  - Sharing a vision on collective and inclusive actions
  - Accelerating the transition to sustainable food systems as mission for Research and Innovation and exploiting Observatories
  - Focusing on *changing the ways we eat, manufacturing, distribute, connect and govern food systems*
- Following co-funding strategies and food system approaches
- Developing A Knowledge Hub of local food system labs
- Branding networks of universities with a common sustainability chart
- Caring for trade-offs and seeking co-benefits with other partnerships
- Linking Research and Innovation, Policy and Education (RIPE)
- Communicating, disseminating and exploiting findings interactively and comprehensively

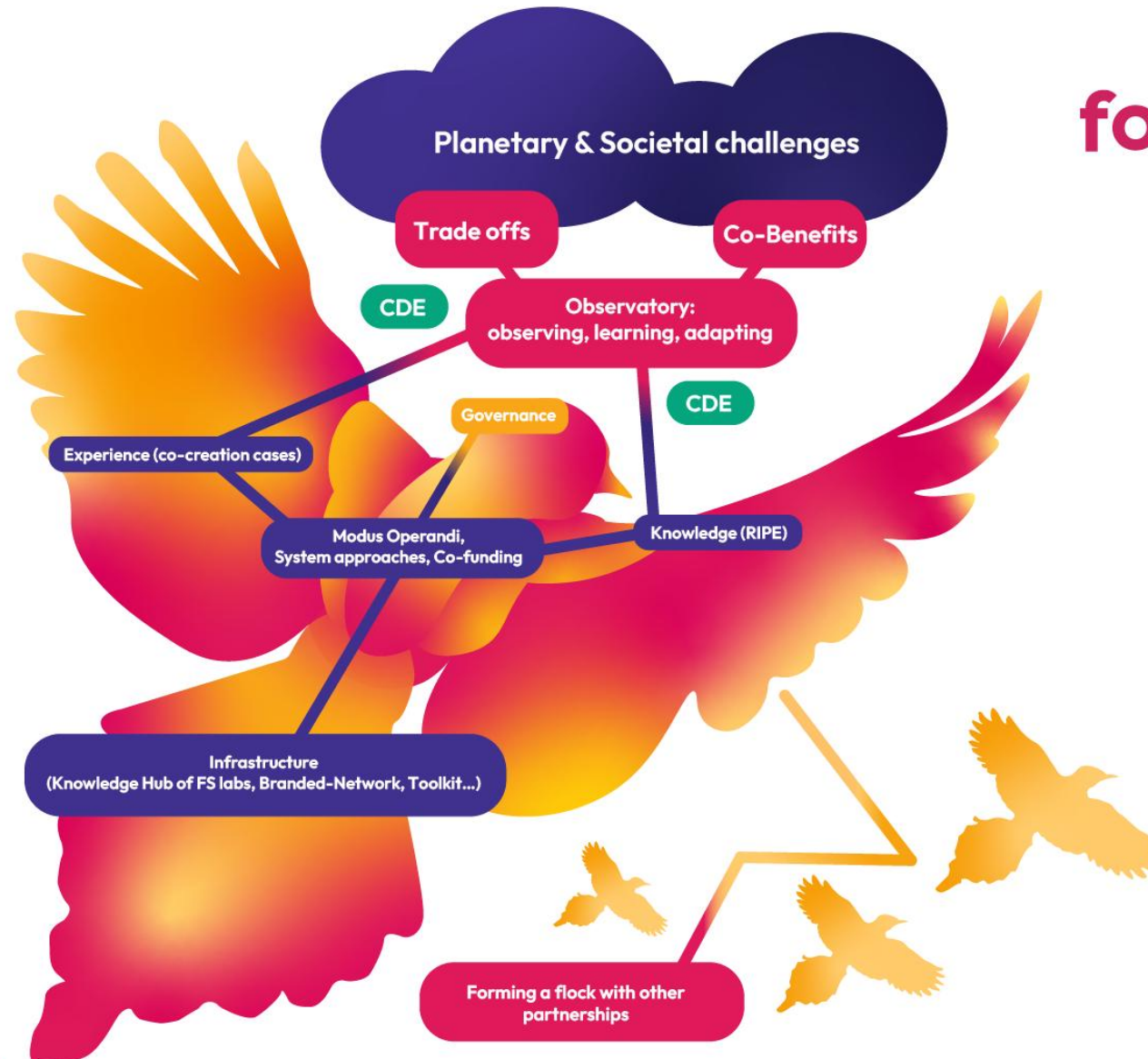
# All components of our Bird/Manual

food**l**paths

food**l**paths

RIPE:  
Research,  
Innovation,  
Policy,  
Education

CDE:  
Communication,  
Dissemination,  
Exploitation



# ‘What is the Manual about?’



1. On one hand it tells a story/narrative of the ‘bird(s)’ symbolizing partnerships on sustainable food systems
2. On the other hand it is a guide for all (to be) involved in partnerships

**Narrative:** *Where does the bird need to fly to?* ('What do we (as individual and professional) & our children want?')

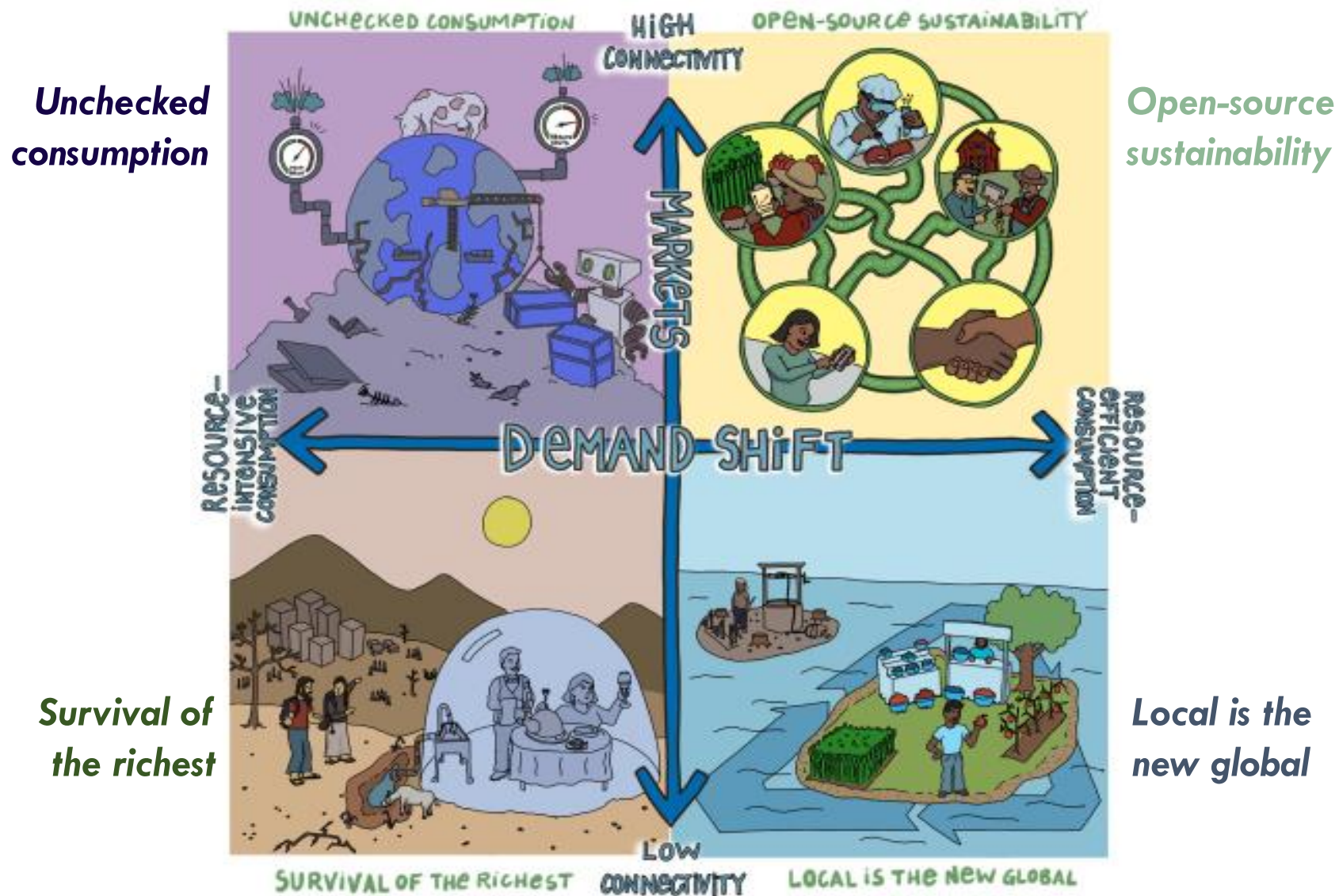
food**l**paths



*Healthy food for all, anytime, everywhere, as commodity, commons and right; why still a question?*



# What will the bird view in the future? **food**paths



# The answers define the partnership's narrative



- (As mentioned before) Our partners showed that there are numerous exemplary **sustainability-oriented partnerships, playing serious GAMES** between planetary & societal boundaries.
- They continuously increase their **flying performance**, not as individual but as a **flock**; *they will change landscapes and patterns!*

## *FOODPathS' narrative, in short:*

*'Endless growth is not an option; De-growth is temporarily needed, but demotivating; Playing serious games as flocks of birds – and continuously improving performance – between planetary and societal boundaries will inspire everybody, everywhere, anytime.'* (FOODPathS Festival, 2025)

# Why the metaphor of a game?

- **All citizens like to play and are familiar with it**
  - **Rules** (a legislative framework, SDG's but with lower and upper limits, F2F aims),
  - **Playing fields** (our cultural (food) heritage differ, but are connected (diets- restaurants, trade)
  - **Players** (need for complementary skills in teams/partnerships (& beyond) to perform),
  - **Pieces** (what our planet is able to provide)
  - **Moves** (our creative actions, human-driven and AI supported, but not overdone)
  - **Time** (pressure to act now, and think about future generations),
  - **Win or lose** (only 'wins' are awarded, but from 'lose' one can learn and be inspired)



Modified from: <https://doi.org/10.1016/j.tifs.2022.03.027>

- **All people can thus describe their food systems similarly, hence we can learn, interact, exchange, join forces,...**
- **But....** *'Football is easy, but the most difficult is to play easy football'; 'Football is a game of errors; who make the most loses, who make the least wins; it is as simple as this.'* (1977, Johan Cruyff). *The same holds for food system approaches.*
- **Hence, we need to continuously work on our performance in food systems for sustainability.**

**food|paths**

Name of the food systems co-creation case / Country  
 One or two key features:  
 Status (starting, running, on-hold, stopped):

DESCRIPTION of the case  
 History of co-creation between actors: ...  
 Which ambitions and objectives: ...  
 Evolution of their governance model and organisation: ...  
 What external input and outputs: ...

Illustrations

The seven Food System building blocks (like in a GAME):

Food context (playing field)	Food Actors (players)	Products (pieces)	Food / handling activities (moves)	Boundary conditions (rules & incentives)	Results (outcomes regarding sustainability)	Timing of actions (duration)

**FOOD ACTORS:** what are their roles, how do they interact, and what are then their common objectives (max 3)

Actor's strength (what specific skills, or competences, or assets or are provided?)	Flexibility of actor (is an actor adopting to others in this case and how?)	Interactions between diverse actors (do actors form a cluster, network?)	Common focus as 'cluster' of actors (do actors jointly define a goal(s)?)	Joint objectives with other 'clusters' / FS (do clusters work with others?)

Some words about the sustainability behaviour of actors: ...

Main sources: ...  
 Contact person: ...



## 2. The Guide: the objective of the Manual and how does it look like?



- The Manual is intended for all who like to start / work-in a diverse-multi-stakeholder partnership and want to know what to consider and how
- The Manual provides basic ‘instructions’ about all partnerships components:
  - i. ‘Introduction’
  - ii. **Followed process and main insights per step’.**
  - iii. **‘Concluding remarks’**
  - iv. **‘Critical success factors’**
- *Two components of the bird are only partly presented, which need attention:*
  - A. *Modus operandi*
  - B. *Governance Model*

Table of content	
Prototype 2 - Manual	2
Contributors	4
Revision history	4
Table of content	5
Executive summary	6
Definitions	7
1. Introduction	8
1.1. Why the project?	8
1.2. The structure of this Manual	8
2. Scanning the environment; facing planetary & societal challenges, co-benefits & trade-offs	9
2.1. Planetary and societal challenges	9
2.2. Trade off and co-benefits	11
2.3. Food System Observatory, the bird's eyes	13
3. ‘Governance’, the bird's head	16
4. ‘Operational activities’, the bird's body	22
4.1. <b>Modus Operandi:</b>	22
4.2. Food System Approaches	27
4.3. Co-funding	29
5. Knowledge & Experience, the bird's wings	33
5.1. Knowledge	33
5.2. Experience (co-creation cases)	36
6. The tail of the bird: structural elements	41
6.1. The SRIA	41
6.2. A Toolkit with 2 pages guiding documents	43
6.3. The Knowledge Hub of Food System Labs	45
6.4. Branded university-driven collaborations	48
6.5. Other infrastructures	52
7. Communication, Dissemination, Exploitation channels, the bird's nerve system	52
8. Toward an ideal, inclusive, partnership	55
9. <b>This is a horizontal page</b>	55
	0

# Modus Operandi: “*The Backbone of The Partnership*”

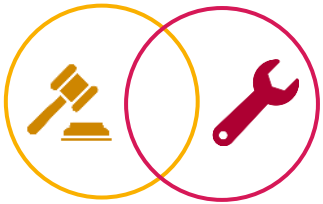
Damien Guimond and Emmanuelle Legendijk, IT

food|paths

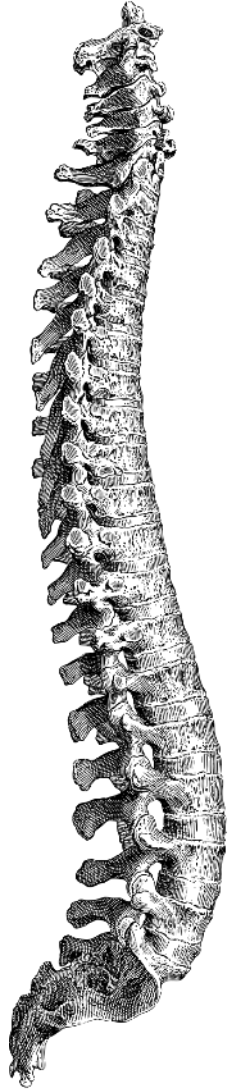


**What is Modus Operandi?** The framework guiding how the Partnership executes tasks and manages interactions to achieve project outcomes efficiently.

**Why it matters:** ensures all activities are aligned with our strategic goals, facilitating seamless integration of actions across different areas of the partnership.



*“How we practically achieve our set objectives.”*



# M.O. : Practical Features like:



**Communication Processes:**  
Dialogues\* within the partnership through communication channels (crucial due to diverse actors)



**Financial and Contractual Management:**  
How do resources and agreements align with project goals (transparency due to different funders and beneficiaries)?



**Intellectual Property Management:**  
From theory to practice AND how it can boost our actions (who is owner of what in a multi-actor FS team?)



**Administrative Management:**  
Streamlining administrative tasks in multi-actor networks using different practices



**Monitoring and Evaluation:**  
Improving project management through Food System approaches, KPIs and feedback loops to head in a sustainability direction



**Others? (HRM-collective intelligence approaches; shared infrastructure; top-down-bottom-up management, ..**

*\*but, but ... not losing creativity*

**Deliverable D2.5:** A wealth of information, with needs and preferences of FS actors

# M.O. : Practical recommendations:



- All features have been discussed with diverse actors and translated into guiding principles, practical advice and recommendations (figure)



Design: Emmanuelle Legendijk and  
Damien Guimond, INRAE Transfert

## What do MO recommendations enable?

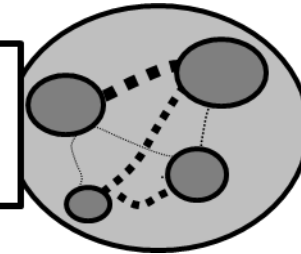
- The protocol fosters **trust, inclusivity, and adaptive learning**, turning strategic ambitions into coordinated action.
- By applying and tailoring the MO, partners can **enhance coherence, accountability, and impact** across all levels of the sustainable food system.
- They offer a **scalable and transferable operational backbone** to support emerging partnerships like FutureFoodS in navigating complexity.

# Governance & ‘inclusivity’?

**Definition of food systems governance for sustainability:** ‘the continuous process of orchestration of policies and (multiple) food systems consisting of diverse interacting actors, respecting (in)formal rules and striving to provide food for all, in equitable and environmentally-friendly ways, at any time and in any context’\*; and based on the following 4 elements:

1. The interactions between a diversity of actors that defined a partnership.

**1. Interactions between actors in a single Food System,**  
e.g. strong (■ ■ ■ ■) or weak (.....)



2. The control and power balances in food system partnerships.

**2. Control & Power balances in FS**

**4 forces & zones**

<sup>a</sup>Strong



**Actor's Core 'business' zone<sup>a</sup>**

<sup>b</sup>Weak



**Actor's Adaptation zone<sup>b</sup>**

<sup>c</sup>Electromagnetic



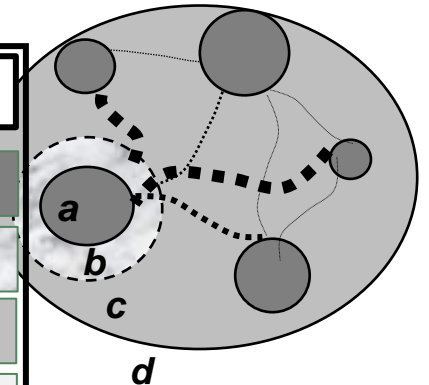
**Multi-actors' co-creation zone<sup>c</sup>**

<sup>d</sup>Gravitation



**Environment zone<sup>d</sup>**

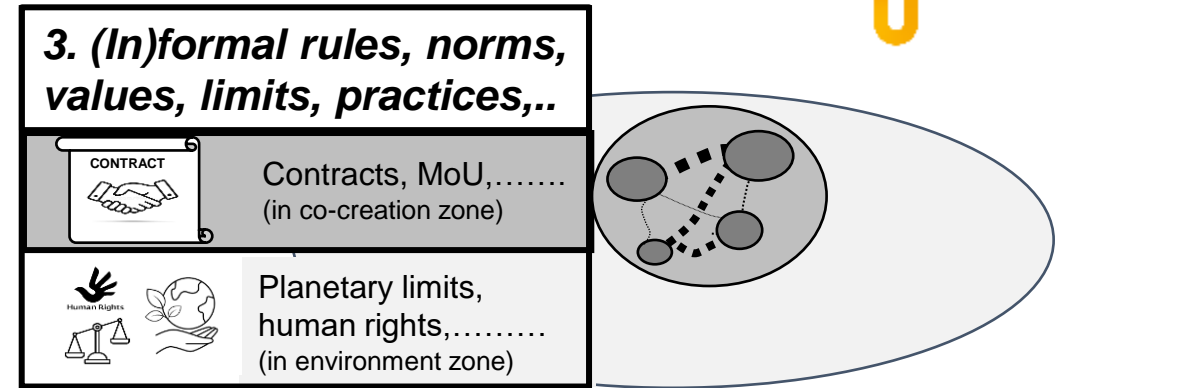
management & sustainability sciences  
meet physics & food sciences



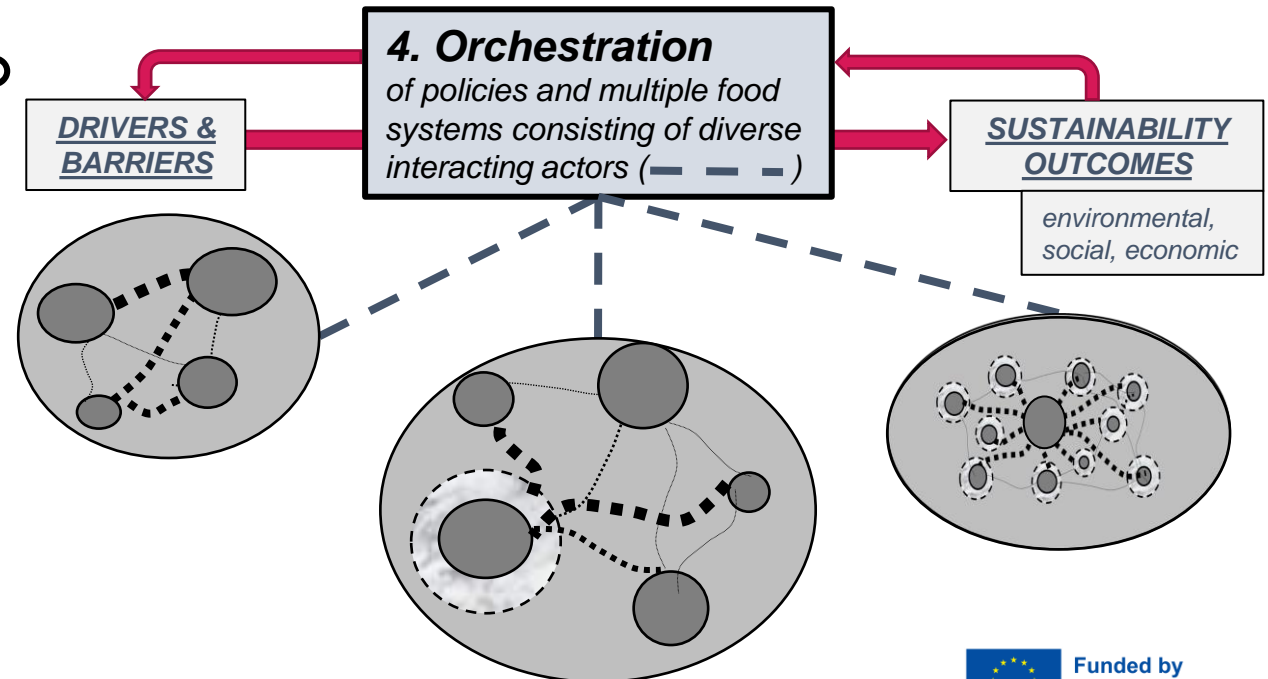


# Governance (II)

3. The (in)formal rules, norms, values, limits, and practices that set the scene for partnerships to operate.

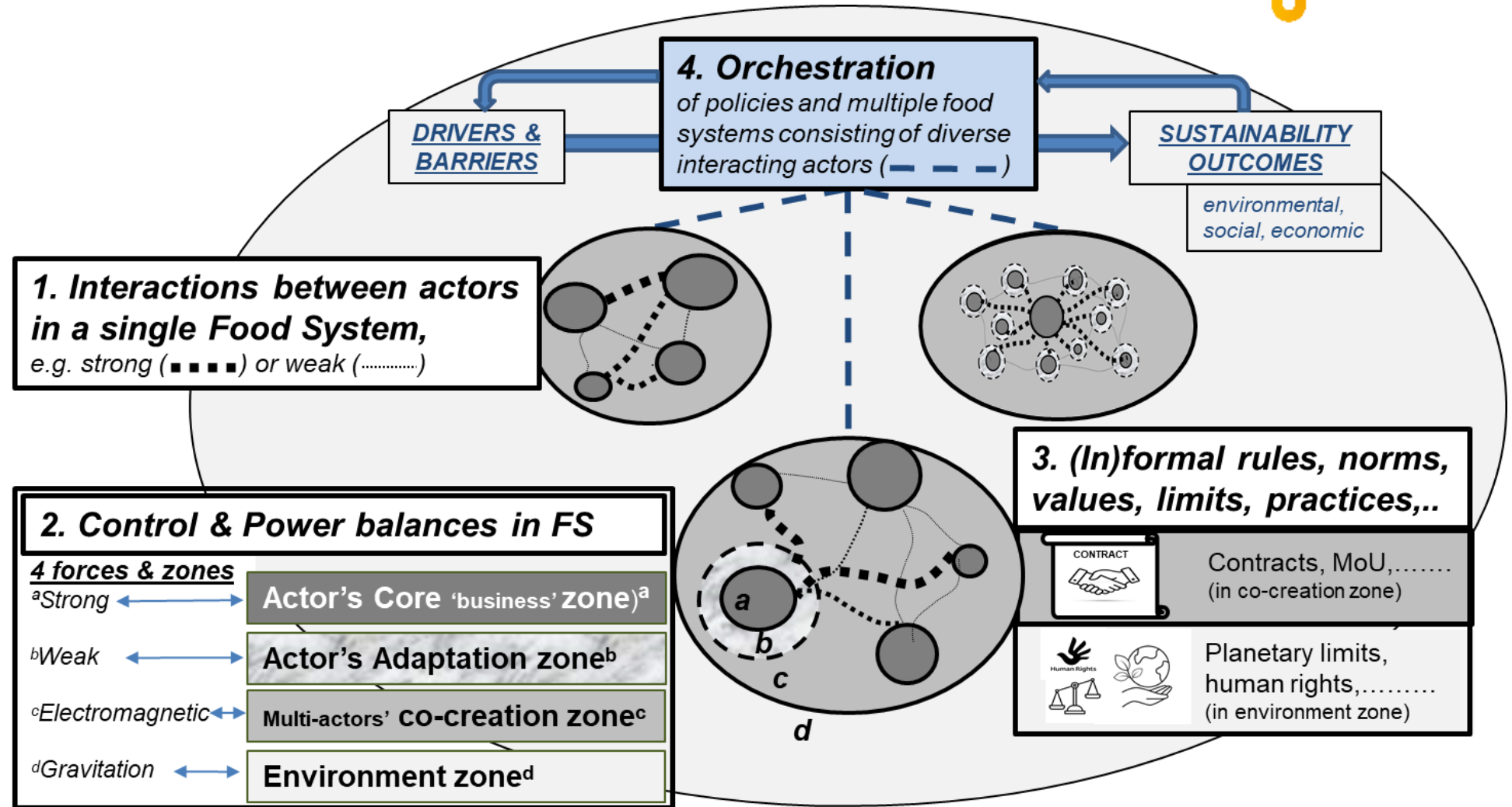


4. The orchestration of all activities to face challenges, jointly orchestrate actions, and reach sustainable outcomes.



\*Ref. <https://doi.org/10.1007/s43621-024-00648-x>

# Overall: a new governance model for SFS:



# From governance model to architectures with practical issues included



- The need for different governance organs:

executive body, governance council, advisory boards, EC, (Int.) Networks, taskforces, consortium partners, ...

- Connections between organs:

flow of information, flow of material assets

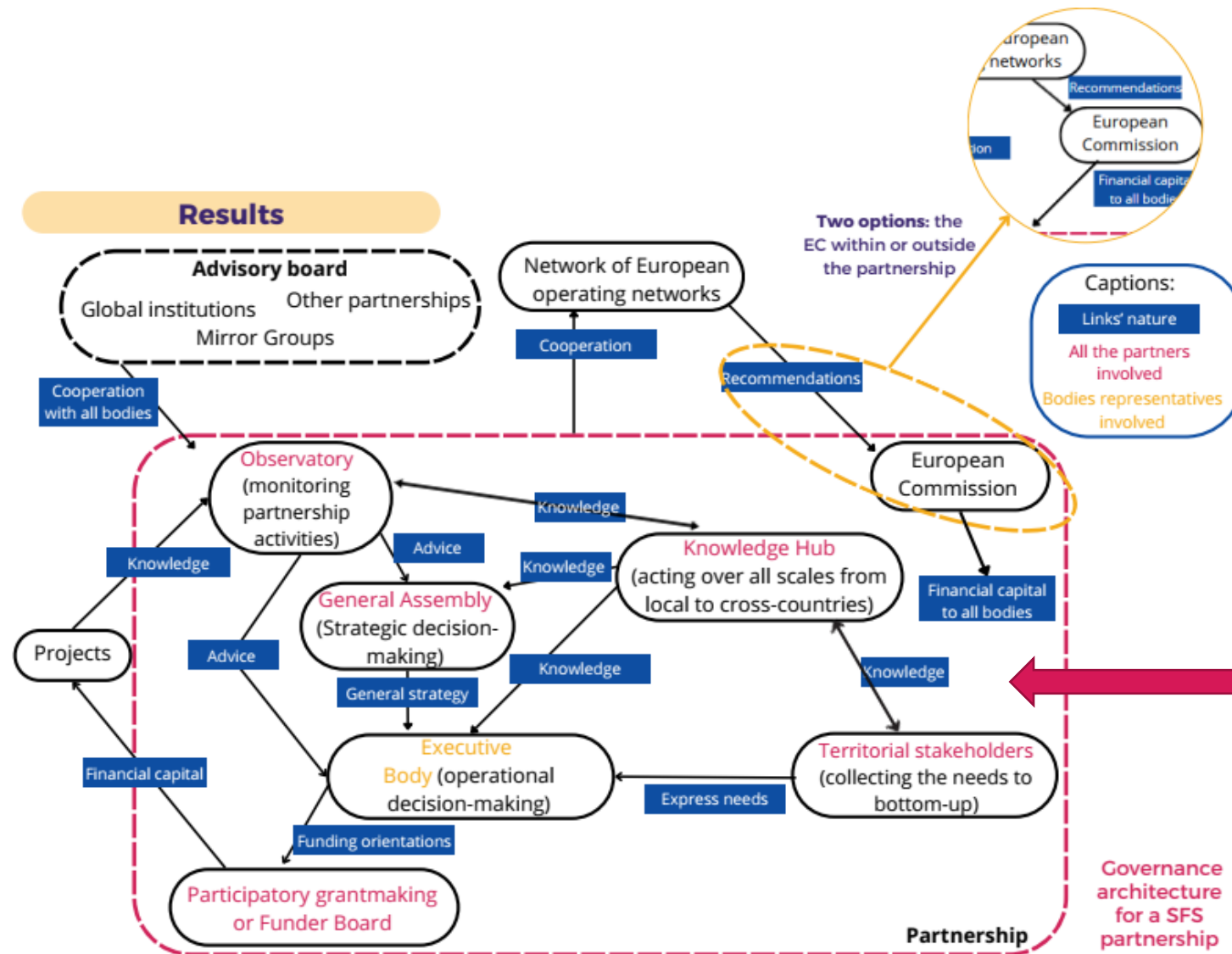
- Scales of operations for Knowledge Hubs of FS Labs:

embedded locally and connected EU-wide & globally

- Involvement of territorial stakeholders / the societies / citizens:

**their voice count!**

# The translation in a governance architecture:



Especially here, new investments and actions (e.g. supported by Partnerships with help of the EIB, etc.) could stimulate territorialized, public-private-academic-philanthropic ecosystems for R&I in food and the bioeconomy!

# SRIA > RIPE > How to Proceed?

How to make all these lessons visible, criticized, improved, having local and global impact in RIPE pillars, motivating & respecting others to join and be creative as well, and generating a snowball effects?

instead of following:

- 'post-truth stories & misinformation'
- exclusion principles...

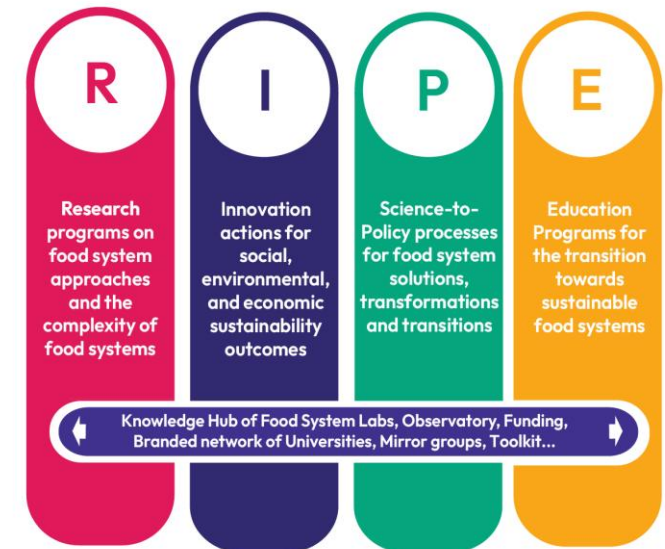
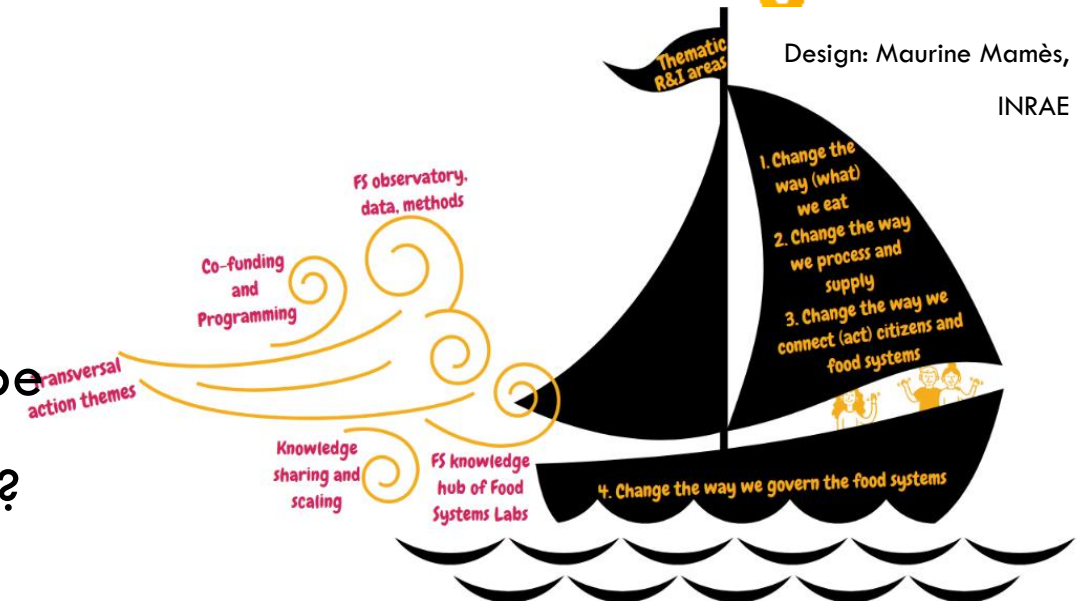
OR:

- only complex scientific theories (note that the SRIA has 'simple themes')
- ....

*The Manual is then hopefully of support!*

food|paths

Design: Maurine Mamès,  
INRAE



Design:

EUFIC & INRAE



***That is up to you; your feedback is needed !***

Thank you very much for your attention & enjoy the sessions

[hugo.de-vries@inrae.fr](mailto:hugo.de-vries@inrae.fr)  
[www.foodpaths.eu](http://www.foodpaths.eu)

**FOODPathS Festival**

20 May 2025  
14:00 - 15:30

# Your questions on the FOODPathS Prototype

food|paths



Funded by  
the European Union

**FOODPathS Festival**

20 May 2025  
14:00 - 15:30

**Time for a coffee but...**

food|paths



Funded by  
the European Union

**Relax with the  
FOODPathS quiz!**



FOODPathS Festival

# WE'LL BE BACK SOON



That's your chance for having a coffee

food|paths



Funded by  
the European Union



**FOODPathS Festival**

20 May 2025  
16:00 – 17:30

# **The framework around: the SFS Partnership Prototype into a context**

**food|paths**



Funded by  
the European Union

# Send your questions!



Slido.com

**#Festival2025**

## FOODPathS Festival

The framework around:  
the SFS Partnership Prototype into a context



20 May 2025 16:00-17:30,  
Brussels

**Presenting: A context for the food systems partnership in Europe's possible new narratives**



**KEYNOTE SPEAKER**

### Erika Staël von Holstein

Re-Imagine Europe

Erika Staël von Holstein is the Co-Founder and CEO of Re-Imagine Europa (RIE), specializing in depolarization and the societal impact of narratives. She is a member of the Spanish government's International AI Advisory Council and Co-Founder of Europe's first Narrative Observatory (NODES.eu) to combat disinformation and polarization. With two decades of experience bridging science, policy, and society, she works on fostering dialogue and trust among diverse stakeholders. Her initiatives aim to strengthen European resilience, democracy, and social cohesion through inclusive collaboration.

foodpaths



Funded by  
the European Union



## FOODPathS Festival

The framework around:  
the SFS Partnership Prototype into a context



20 May 2025 16:00-17:30,  
Brussels

**Presenting: The potential role of Partnerships in Europe: a fragile relationship**



### Caroline de Gruyter

Journalist

Caroline de Gruyter is a Europe correspondent and columnist for NRC, based in Brussels. With over 20 years of experience covering European politics, she also writes for Foreign Policy, EUobserver, and De Standaard and is a member of the European Council on Foreign Relations. She has reported from Gaza strip, Jerusalem, Geneva, Vienna, and Oslo and is the author of several books, including a bestseller on the comparison of Habsburg Empire and the EU.

**KEYNOTE SPEAKER**

food|paths



Funded by  
the European Union

## FOODPathS Festival

The framework around:  
the SFS Partnership Prototype into a context



20 May 2025 16:00-17:30,  
Brussels

**Presenting: Beyond public funding: the role of philanthropy in shaping the future of food systems**



**KEYNOTE SPEAKER**

### Marco Cucé

Philea

Marco Cucé is a Programme Officer – Climate Collaboration at Philea, supporting the European Foundations for Sustainable Food and Agriculture network and the European Philanthropy Coalition for Climate. He previously worked with the UNFCCC, the Green Climate Fund, the European Commission and PFAN. He holds Master's degrees in Paleoclimatology (Utrecht University) and Climate Science and Policies (King's College London).

food|paths

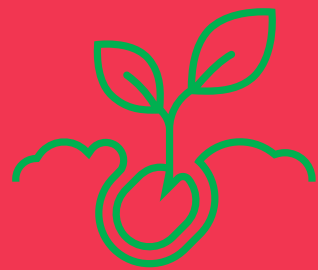


Funded by  
the European Union



# Beyond public funding: the role of philanthropy in shaping the future of food systems

-



## Planting the seeds of CHANGE

# What is philanthropy?

Advance  
public interest  
across fields

Bridges local &  
global efforts

Enables  
collaboration &  
experimentation

# European philanthropy at a glance



**175,000**

Registered public-benefit  
foundations



**€516 bn**

Assets and endowments



**€76 bn**

Annual expenditure

# Why philanthropy matters in (food) systems transformation?

**Long-term  
perspective &  
risk “appetite”**

**Trust-based  
&  
participatory approaches**

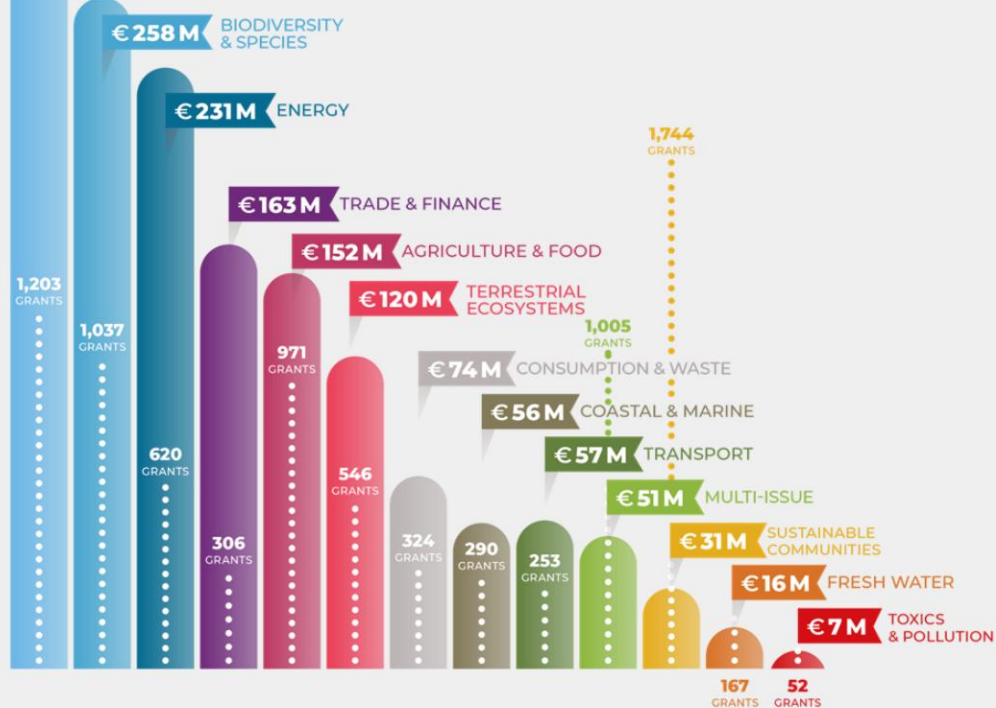
**Core  
&  
flexible funding**

**Innovation  
&  
early-stage  
financing**

€ 393 M CLIMATE & ATMOSPHERE

**Figure 5**

Environmental grants breakdown  
by thematic issue category (2021),  
all 126 foundations



Research area	Expenditure in Euros
Natural science (N=118)	148 331 726
Engineering and technology (N=86)	309 343 675
Medical science (N=258)	1 417 570 899
Agricultural science (N=39)	84 224 026
Social and behavioural science (N=149)	217 171 337
The humanities (N=103)	38 333 832
Other (N=51)	39 823 010
Unknown	2 246 967 617
<b>Total expenditure on research</b>	<b>4 501 766 122</b>



# **Multi-layered & multi-sectoral approach**

- From local to global**
- Movement building**
- From production to  
consumption**

**P**ublic **P**ivate **P**hilanthropic **P**artners  
hips

**Philanthropy alone cannot  
fix global food systems,  
but it has the power to  
ignite transformation**

## FOODPathS Festival

The framework around:  
the SFS Partnership Prototype into a context



20 May 2025 16:00-17:30,  
Brussels

**Presenting: Accessibility and affordability as pillars of a resilient food system**



**KEYNOTE SPEAKER**

### **Esteban Arriaga Miranda**

European Food Banks Federation (FEBA)

Esteban Arriaga Miranda is CEO of the European Food Banks Federation (FEBA). Based in Brussels, he has led humanitarian efforts with the EU, War Child, and others across the Middle East, Africa, and the Caribbean, and has advised the European Commission.

food|paths



Funded by  
the European Union



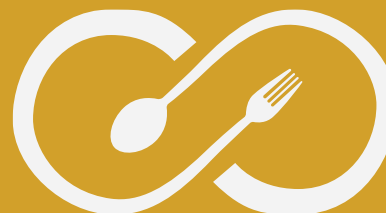
# FOODPathS Festival

Esteban Arriaga

CEO, European Food Banks Federation - FEBA



SHARING



GIVING



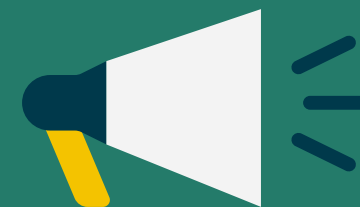
JOIN US



EUROPEAN SOLIDARITY



DONATE



THANK  
YOU!



## Agenda

1. Poverty and social exclusion in the European context
2. Environmental Stewardship
3. Founders of Food Banks: Pioneers of Circularity
4. Accessibility & Affordability in Practice
5. Social Value & SROI Highlights
6. Pillars of FEBA
7. Reflection Points
8. Next Steps & Call to Action







## Food Access and Distribution

**"Starvation is the characteristic of some people not having enough food to eat. It is not the characteristic of there being not enough food to eat."**

Amartya Sen, *Poverty and Famine: An Essay on Entitlement and Deprivation*



## Poverty and social exclusion in the European context

**733 million**

people malnourished globally

**9.5 % of EU citizens**

(≈ 44 million people) could not afford a meal with meat, fish or a vegetarian equivalent every second day

**94.6 million people in the EU**

(21 % of the population) were at risk of poverty or social exclusion, exacerbating food-access barriers

**Ensuring universal access and affordability** is essential for resilient food systems

Food insecurity in Europe undermines health outcomes, educational attainment and social cohesion

\*Statistics refer to 2023



# Environmental Stewardship

## Fighting Food Waste at Scale

FEBA members redirect surplus food from landfills to people in need—tens of thousands of tonnes saved annually.

## Lowering Carbon Emissions

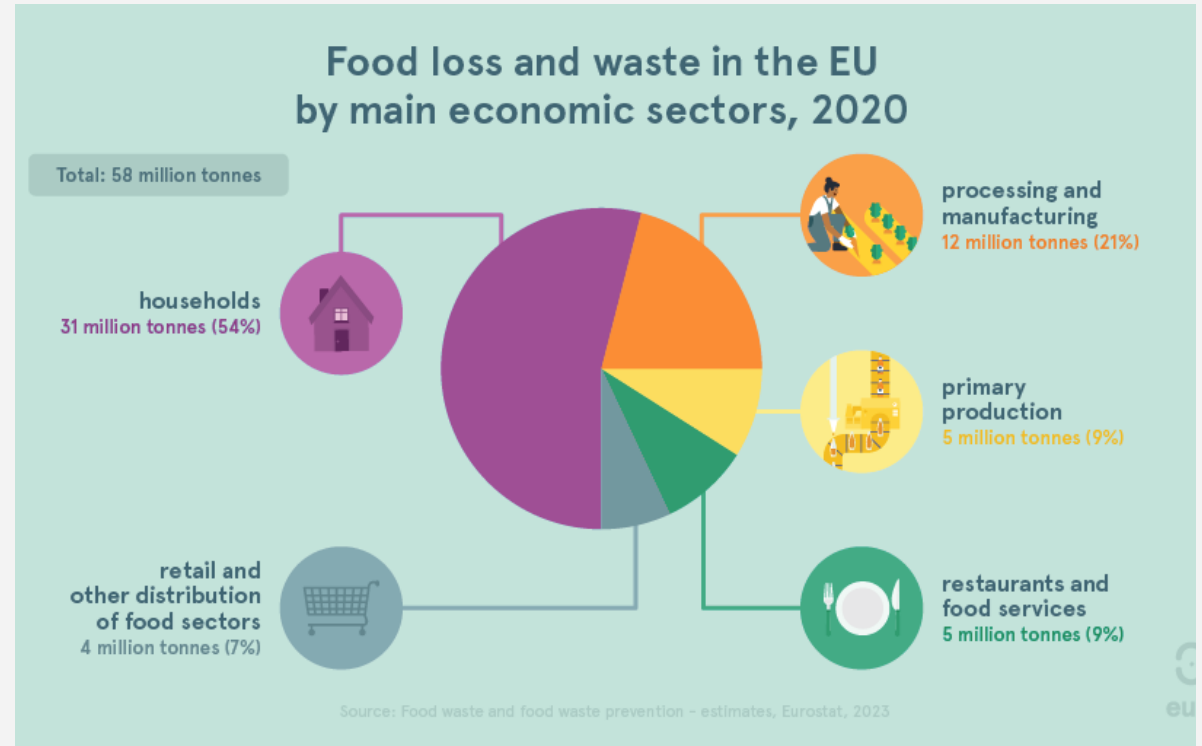
Redistributing food avoids the emissions linked to production, transport, and decomposition of wasted food (e.g., 10,698 tCO<sub>2</sub>e avoided in the UK alone).

## Enabling Circular Food Systems

Food banks are at the heart of a circular and sustainable food model, transforming waste into value and reinforcing EU climate and food strategies.

## Quantifying Environmental Impact

Environmental benefits are increasingly embedded in FEBA's Social Return on Investment (SROI) metrics—linking human well-being with planetary health.





# Pioneers of Circularity and Sustainable Food Systems

## A historical mission

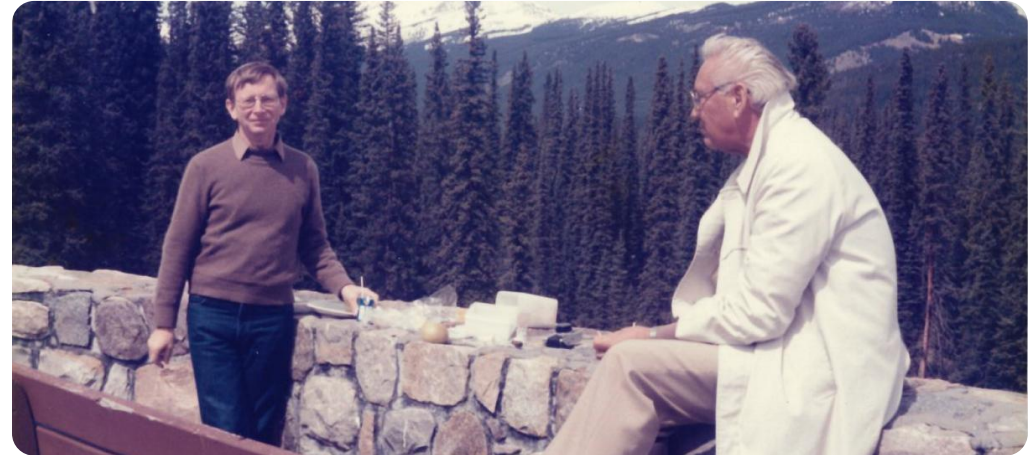
Food Banks began in the 1960s as grassroots responses to hunger and food waste; the first Food Banks in Europe were founded in France and Belgium from 1984 respectively by Bernard Dandrel and André Hubert . FEBA was founded in France in 1986 to coordinate efforts across European countries and was moved to Brussels in 2018.

## Circular by design

Food Banks intercept surplus food from all stages of the supply chain—agriculture, manufacturing, and retail. Instead of becoming waste, this food is redirected for consumption, embodying a circular economy model.

## Social impact

Millions of people across Europe benefit from Food Banks. They work with thousands of partner organisations, such as shelters and community kitchens, to ensure access to nutritious food for those in need.



## Environmental impact

By diverting food from landfills, food banks reduce greenhouse gas emissions, contributing to climate change mitigation.

## Collaborative efforts

FEBA works with European institutions to develop policies that facilitate food donation and reduce food waste, while promoting social inclusion measures for people at the risk of- or experiencing poverty.



# How FEBA is reducing Food Insecurity Across Europe

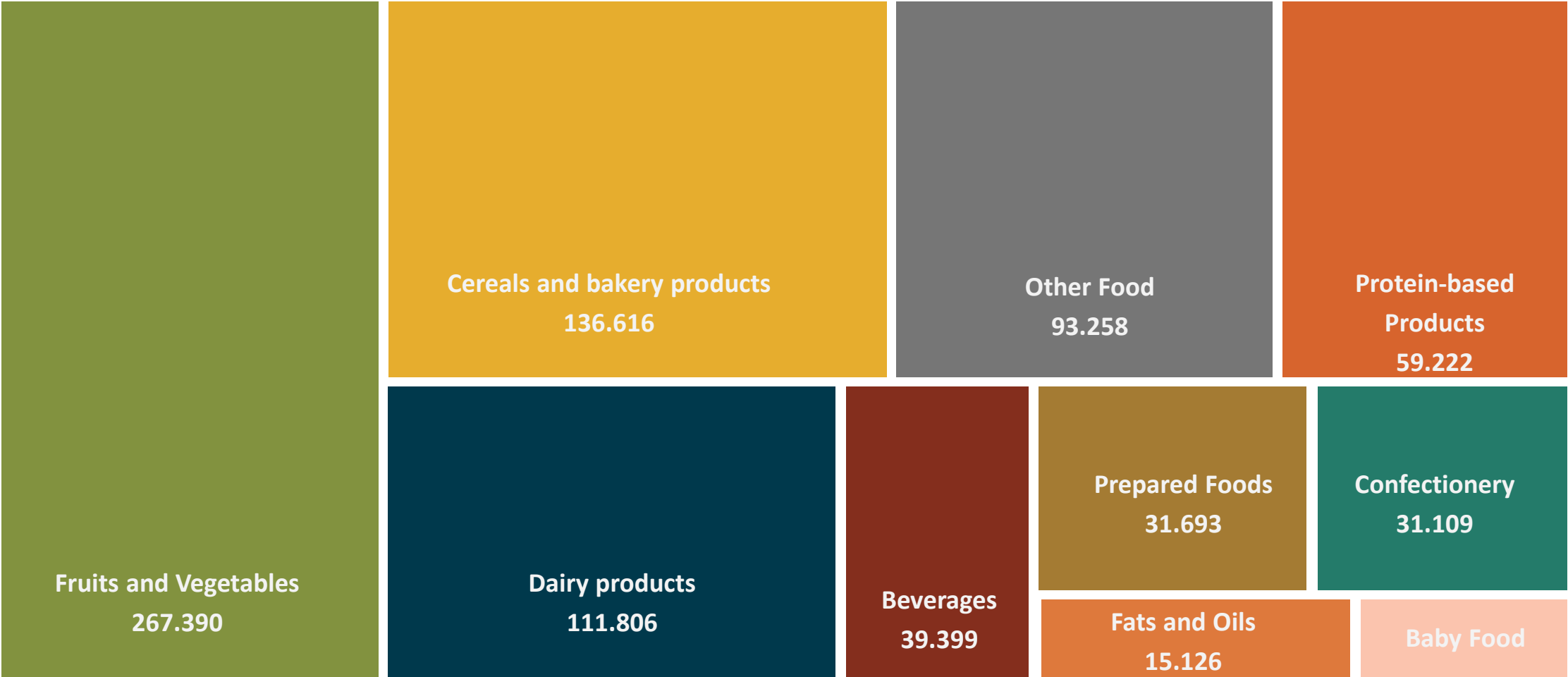






# Accessibility and Affordability in Practice

## Food Matrix - Food In by category in 2023 (tonnes)





# People, Planet, and the Power of Redistribution

## Social Value and SROI as Measured by FEBA Members

Category	UK	Belgium	Netherlands
SROI Ratio	£5.72 : £1	€7.92 : €1	€12 : €1 (implicit, x12 of all inputs)
Net Social Value	£225,230,009 total social value	€338,207,509 total social value	Not explicitly quantified
Food Redirected	53,894 t redistributed	23,036 t redistributed	Not specified
Meals/Beneficiaries served	128.3M meals; 1,076,669 people	≈ 45M meals/year; ~193,000 people/month 180,579 clients (2023)	
Cost Savings Split	£117.6M (52%) to state; £107.7M (48%) to beneficiaries	Not split, but includes ~€2,179/household (expense) and ~€9,971/person (health) savings	Savings on food, healthcare, mental health, waste management
Carbon Avoided	10,698 t CO <sub>2</sub> avoided	Embedded in SDG ‘Climate Action’ (avoided waste)	Included in €12 return (via surplus redistribution)
Volunteer & Community Impact	£5.72 : £1£209 impact per beneficiary; major wellbeing uplift; 38% of value from community services	Network of 10,000+ volunteers; social jobs; strengthened local support structures	Strong volunteer base; value from social reintegration of unemployed; surplus valorisation



## Pillars of FEBA



Volunteers



Membership



Partnerships



# Pillars of FEBA

## Volunteers: Powering Daily Solidarity

- Over 90,000 volunteers mobilized across Europe
- Volunteers handle food delivery, sorting, and distribution
- Reinforce social bonds and dignity through shared meals and events
- The value of volunteer contributions: €3–5 billion in savings (compared to the cost of paid labor)

## Membership: a united network

- FEBA unites 300+ Food Banks across 30 European countries
- Members exchange best practices, innovations, and insights
- Local expertise combined with regional solidarity for scalable impact



## Partnerships: Leveraging Shared Responsibility

- Collaborations with governments, NGOs, and private sector partners
- Enable redistribution of food, funding, and technical resources
- Partnerships amplify impact, enabling long-term sustainability



# Reflection Points – Emerging issues and changing needs

## **Bridging the gap in nutritious access**

Fresh produce and proteins are often unaffordable for low-income families. Food Banks help make these essential items accessible through targeted redistribution.

## **Meeting demand for healthy foods**

Food Banks identified high demand for eggs, meat, fish, and plant-based proteins—nutritious but often priced out of reach for vulnerable households.

## **Low interest in non-essentials reflects real needs**

Products like sweets and soft drinks are less requested, showing that affordability isn't just about price—it's about access to meaningful, nutritious food.

## **Affordability shapes availability**

Country-specific price differences impact what people can afford. When retail prices are high, demand for donated dairy, fruits, and vegetables rises sharply.

## **A fair green transition**

Climate-related reforms must be designed to avoid exacerbating inequality or excluding vulnerable communities.

## **Rising demand, declining support**

Food banks face growing demand for aid while experiencing a drop in food and financial donations.

## **Food Banks as systemic actors**

Food banks are evolving beyond food aid, playing a crucial role in social cohesion, community resilience, and environmental stewardship.

## **Sustainability through nutrition focus**

Food Banks actively invest in items that maximize health benefits and meet actual demand, creating a more inclusive and sustainable food support system.





## Next steps and call to action

Recognise Food Banks as **core actors** in sustainable food systems—not just for social aid, but for environmental and economic resilience.

Scale up **public-private-community partnerships** to strengthen redistribution networks, reduce food waste, and enhance impact.

**Promote access to nutritious, affordable food** by investing in fresh food logistics and addressing structural barriers like energy and digital poverty.

Integrate Food Banks into **policy frameworks** on health, environment, and social inclusion to reflect their multi-dimensional value.

Support a **just ecological transition** by aligning climate goals with the protection of vulnerable groups and food equity.

Measure and communicate the **true social and environmental return of food recovery and redistribution** to influence investment and policy decisions.

Empower communities through **volunteer engagement, local ownership, and shared responsibility across sectors.**



**Thank you!**





Chaussée de Louvain 775  
Brussels 1140, Belgium  
+32 2 538 94 50  
info@eurofoodbanks.org



eurofoodbanks



@EuroFoodBanks



eurofoodbanks



European Food Banks Federation



@EuroFoodBanks



eurofoodbanks.org



SHARING



GIVING



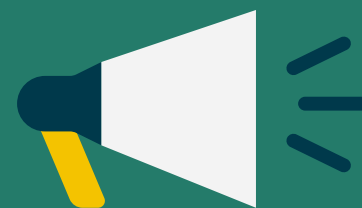
JOIN US



EUROPEAN SOLIDARITY



DONATE



FIGHTING FOOD WASTE

THANK  
YOU!



Co-funded by  
the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Commission. Neither the European Union nor the granting authority can be held responsible for them.

**FOODPathS Festival**

20 May 2025  
17:30 – 19:00

# Networking cocktail & Posters

food|paths



Funded by  
the European Union

# Posters



FutureFoodS



# Your feedback is important!



**Remember to leave  
your feedback form in  
the box on the  
registration desk!**



Listen to the presentations and write about the 3 following points:

Points	Symbol
A striking issue that you can use in your work	+
An issue that you don't consider relevant for your work	-
A key question (in one sentence) regarding a presented topic	?

1. SRIA & Observatory for the SFS Partnership – Niels Halberg	
+	
-	
?	
2. A funding mechanism and strategies for impactful food systems R&I – Nikola Hassan	
+	
-	
?	
3. The Knowledge Hub: Empowering Food Systems for sustainable innovation – Ariane Voyatzakis	
+	
-	
?	



**Relax with the  
FOODPathS quiz!**



**On your way back, put  
FOODCastS on your headphones!**

food|paths



**FOODPathS Festival**

**THANK YOU FOR ATTENDING**

**food|paths**



Funded by  
the European Union