



Feasibility Study of a Food Donation Program in the Philippines

Prepared by:



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based on a decision of the German Bundestag



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Feasibility Study of a Food Donation Program in the Philippines Technical Working Group: Dra. Leizel Lagrada-Rombaua, Annabelle Vitti Valenzuela, Hillary Grace Pineda, Luz Teresa Baskiñas, Melody Melo-Rijk, Liezl Stuart del Rosario, Alexa Jeanne Lasch, Lorayne Therese Roque, Jonna Ellaine Jordan

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WWF-Philippines has been working as a national organization of the WWF network since 1997. As the 26th national organization in the network, WWF-Philippines has successfully been implementing various conservation projects to help protect some of the most biologically-significant ecosystems in Asia. WWF-Philippines works to improve Filipino lives by crafting solutions to climate change, providing sustainable livelihood programs, and conserving the country's richest marine and land habitats.

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For further information, please contact:
World Wide Fund for Nature (WWF) Philippines
4th floor, JBD Building
65 Mindanao Avenue, Bagong Pag-asa
Quezon City 1105, Philippines
kkp@wwf.org.ph
www.wwf.org.p

TABLE OF CONTENTS

LIST OF FIGURES.....	iv
LIST OF TABLES.....	v
ACRONYMS	vi
EXECUTIVE SUMMARY	viii
1 INTRODUCTION.....	1
1.1 Background	1
1.1.1 Understanding WWF's SCP Programs: A Levelling-Off	2
1.1.2 From TSD to FDP: Sustaining WWF Support to SCP	4
1.2 Rationale of a Food Donation Program in the Philippines	4
1.3 Objectives of this Study	5
2 METHODOLOGY	6
2.1 Desk Review.....	6
2.2 Key Informant Interview.....	6
2.3 Consultative Workshop.....	6
3 REVIEW OF RELATED LITERATURE	8
3.1 Background Documents and Websites.....	8
3.2 Laws and Policies Related to Food Donation	8
3.2.1 Codex Alimentarius	8
3.2.2 Food Donation Act	8
3.2.3 Sanitation Code of the Philippines (PD 856, 1975)	8
3.2.4 BIR Revenue Regulation No. 12-2018	8
3.2.5 R.A. No. 11037 Masustansyang Pagkain para sa Batang Pilipino Act (2017)	9
3.2.6 Food Safety Act of 2013 (RA 10611)	9
3.3 Proposed Legislations Reflect Changes in Perspectives on Food Donation	9
3.3.1 Zero Food Waste Bill (SB 357).....	9
3.3.2 Mandatory Food Donation Bill (HB 4685).....	9
3.3.3 Food Surplus Bill (HB 2496).....	10
3.4 Policy on Sustainable Production and Consumption	10
3.5 Relevant Documents, References and Other Resouces to Establish Need	10
4 ASSESSMENT OF NEED.....	12
4.1 Food Loss and Wastage.....	12
4.2 Hunger and Food Insecurity	13
4.3 List of Selected Services to Address Food Insecurity Concerns	14
4.3.1 Government Programs.....	14
A. General.....	14
B. Rapid Assessment of implemented programs in selected LGUs.....	15
4.3.2 Non-Government Organizations.....	15
A. General.....	15
B. Rapid Assessment of Implemented programs in selected NGOs.....	16
4.3.3 Private Sector.....	17
5 LEGAL AND ENVIRONMENTAL ASSESSMENT	18
5.1 Local laws/policies that favor the operation of a food donation program	18
5.1.1 Food Donation Act of 2009 (Republic Act No. 9803, 2009).....	18
5.1.2 Masustansyang Pagkain para sa Batang Pilipino Act (Republic Act No. 11037, 2018)	18
5.1.3 Food Safety Act of 2013 (Republic Act 10611, 2013)	18
5.1.4 BIR Revenue Regulation No. 12-2018	19
5.2 Local laws/policies that may encumber the operation of a food donation program	19
5.3 Policies that can be lobbied and implemented to Support the FDP	19
5.3.1 HB 8873: Food Waste Reduction Act.....	19
5.3.2 SB 357. Zero Food Waste Bill	20
5.3.3 Comprehensive Policy on Sustainable Consumption and Production.....	20
5.3.4 Philippine Food Donation Guidelines	20
5.3.5 Amending the Food Donation Act of 2009 to make the governance structure more inclusive.	20
5.4 Entities responsible for the regulation of a Food Donation Program	20

6	SITUATIONAL ANALYSIS OF FDP AND SIMILAR PRACTICES IN METRO MANILA	21
6.1	Participation in the Food Value Chain	22
6.1.1	Food Rescue and Recovery.....	22
6.1.2	Food Safety.....	23
6.1.3	Food Storage	23
6.1.4	Food Preparation	24
6.2	Management Aspects.....	26
6.2.1	Legitimacy.....	26
6.2.2	Structure and Organization	27
6.2.3	Education and Information	27
6.2.4	Funding.....	27
6.2.5	Complementarity.....	27
6.3	Pain Points and Opportunity Areas.....	27
6.3.1	Pain Points	28
6.3.2	Opportunity Areas	29
7	CONCEPTUAL FRAMEWORK	31
7.1	Key Elements of Food Sharing Network Model	32
7.1.1	Target Food.....	32
7.1.2	FSN Partners	32
7.1.3	The Implementing Agent.....	32
7.1.4	Multisectoral Advisory Board.....	32
7.1.5	Community Activity Centers	33
7.2	Characteristics of the FSN.....	33
7.2.1	Open and systematic participation of stakeholders.....	34
7.2.2	Proof-of-concept demonstration using CACs	34
7.2.3	Network management	34
7.2.4	Multi-stakeholder policy guidance and oversight.....	34
8	PILOT FOOD SHARING NETWORK MODEL	35
8.1	Core Elements of the Value Chain	35
8.1.1	Background.....	35
A.	Challenges	35
B.	Opportunities	35
8.1.2	Operating Strategy	36
8.1.3	Organization and Management.....	36
8.1.4	Target Clientele.....	38
8.1.5	Meal Customization.....	38
8.1.6	Coopetition Opportunities.....	38
8.1.7	Inventory and Distribution.....	38
8.1.8	Donors.....	39
8.2	Key Considerations in Pilot Implementation	40
8.2.1	Advantages and Disadvantages of the Pilot.....	40
8.2.2	Component Strategies	43
8.3	FSN Operational Plan.....	43
8.3.1	Overview	43
8.3.2	Preparatory Phase	48
8.3.3	Planning, Permitting and Establishment.....	48
8.3.4	Operations.....	48
8.4	Financial Model and Assumptions	49
8.4.1	Establishing the Case for a Food Donation Project in the Philippines.....	49
8.4.2	Estimating the Benefits	49
A.	The Social Cost of Hunger and Malnutrition.....	49
B.	Estimating the Cost of Waste Disposal.....	50
C.	Total Per Capita Benefits.....	51
8.4.3	Estimating the Cost of FSN.....	51
A.	Initial Investment of Food Businesses in the Philippines	51

B.	Start-Up and Five-Year Cost Projection of FSN Operation	51
C.	Estimating the Food Cost	59
D.	Total Per Capita Costs	59
8.4.4	Limitations of Each Estimate	59
A.	Benefits	59
B.	Costs	59
8.4.5	Comparing the Costs and Benefits.....	60
9	REFERENCES.....	61
10	APPENDICES	63
	APPENDIX 1. CONSULTANCY AGREEMENT	63
	APPENDIX 2. TERMS OF REFERENCE	69
	APPENDIX 3. TRANSCRIPT OF INTERVIEWS	75
10.3.1	MAC EDEL FLORENDO.....	75
10.3.2	MONICA ACLAN	77
10.3.3	JOMAR FLERAS.....	79
10.3.4	MARIVIC PERLADA	81
10.3.5	DERICK LEYNES	83
10.3.6	MARILOU CAPACILLO.....	85
10.3.7	CAROLINE PEÑAREDONDO	86
10.3.8	ALMA GAMAD	88
10.3.9	ASHLEY VENERABLE.....	89
10.3.10	MYLENE LILAY.....	90
10.3.11	MARISSA ALMARIO.....	94
10.3.12	ROMINA PERLA	97
10.3.13	MYLENE GARCIA.....	99
10.3.14	HONNIELYN C. FERNANDO, MD, MPH	101
10.3.15	VICKI WIENEKE	102
10.3.16	ANGELITO LLABRES MD, MPH	104
10.3.17	HON. VICO SOTTO	107
APPENDIX 4.	INTERVIEWS WITH POTENTIAL LEAD IN IMPLEMENTING THE FOOD NETWORK	108
10.4.1	JOMAR FLERAS.....	108
10.4.2	VICKI WIENEKE	112
APPENDIX 5.	INTERVIEW WITH POSSIBLE DONOR	114
10.5.1	LEAH MAGALLANES	114
APPENDIX 6.	CONSULTATIVE WORKSHOP ATTENDANCE AND RESULTS.....	115
APPENDIX 7.	LIST OF RESPONDENTS CONTACTED AND INTERVIEWED	119
APPENDIX 8.	PHOTO DOCUMENTATION	123

LIST OF FIGURES

Figure 4-1. U.S. Environmental Protection Agency Food Waste Recovery Hierarchy	13
Figure 7-1: Conceptual Model in Implementing Food Donation Program in the Philippines	31
Figure 10-1. Interview with Rise Against Hunger Executive Director, Jomar Fleras	108
Figure 10-3. Mylene Lilay, Nutritionist Dietician III, DSWD- Program Management Bureau	123
Figure 10-4. Derick Leynes, Planning & Research Officer of Quezon City Government EPWMD.....	123
Figure 10-2. Carolene Peñaredondo, City Nutritionist of Valenzuela City.....	123
Figure 10-5. Interview with Pasig City Nutritionist Dietitian III, Ms. Marissa Almario.....	124
Figure 10-6. Interview with Pasig City Social Worker, Ms. Mylene Garcia.....	124
Figure 10-7. Interview with Marikina City Assistant to the City Health Office, Dr. Honnielyn Fernando	125
Figure 10-8. Interview with President of Kabisig ng Kalahi, Ms. Vicki Wieneke	125
Figure 10-9. Interview with Pasig City Mayor, Vico Sotto.....	126
Figure 10-10. Administrator of Marikina Sports Complex, Dr. Angelito Llabres	126
Figure 10-11. Interview with Food Rescue-Philippines, Mac Florendo	126
Figure 10-12. Consultative Workshop – Presentation of Key Findings	127
Figure 10-13. Consultative Workshop - Validation of the Conceptual Model	127
Figure 10-14. Consultative Workshop - Workshop 1 Results.....	128
Figure 10-15. Consultative Workshop - Roles and Responsibilities	128
Figure 10-16. Consultative Workshop –Workshop 2 Results and Moving Forward	129

LIST OF TABLES

Table 2-1. Consultative Workshop Attendees	7
Table 3-1. Sources of Background Documents and Websites	8
Table 3-2. Proposed Bills on Food Donation Program and related activities	9
Table 3-3. Reviewed Resources to Establish the Need for Food Donation Program.....	10
Table 3-4. Snapshot of Food Loss in the Countryside	11
Table 4-1. Food Waste from Food Service and Related Establishments in Selected LGUs In Metro Manila	12
Table 4-2. Features of Project PEARLS Breakfast Feeding Program.....	16
Table 6-1. Interviews Conducted, FDP Study, August 2019	21
Table 6-2. Food Rescue and Recovery, FDP Study, August 2019	22
Table 6-3. Food Preparation, FDP Study, August 2019.....	24
Table 8-1. Key Stakeholders' Roles and Responsibilities, Pilot FSN	37
Table 8-2. Pilot Program Advantages and Disadvantages.....	40
Table 8-3. Pilot Program Strategies	43
Table 8-4. FSN Operational Plan	44
Table 8-5. Waste Disposal Methods and Costs	51
Table 8-6. Projected Operating Costs (in PHP)	53
Table 8-7. Projected Capital Costs (in PHP).....	54
Table 8-8. Projected Total Costs (in PHP)	54
Table 8-9. Projected Operating Costs (Low Estimate)	55
Table 8-10. Projected Capital Costs (Low Estimate).....	56
Table 8-11. Projected Total Costs (Low Estimate).....	56
Table 8-12. Projected Operating Costs (High Estimate)	57
Table 8-13. Projected Capital Costs (High Estimate).....	58
Table 8-14. Projected Total Costs (High Estimate)	58
Table 10-1. List of Stakeholders Contacted for Interview but not interviewed.....	119

ACRONYMS

10YFP	10-Year Framework of Programs
ADB	Asian Development Bank
ARMM	Autonomous Region of Muslim Mindanao
BMU	German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety
CAC	Community Activity Center
CAR	Cordillera Administrative Region
CSO	Civil Society Organizations
CSR	Corporate Social Responsibility
CSWD	City Social Welfare and Development
cu.m.	Cubic meter
DA	Department of Agriculture
DepEd	Department of Education
DILG	Department of Interior and Local Government
DOH	Department of Health
DOST-FNRI	Department of Science and Technology - Food and Nutrition Research Institute
DSWD	Department of Social Welfare and Development
FAO	Food and Agriculture Organization
FDN	Food Donation Network
FDP	Food Donation Program
FLW	Food loss and waste
FSN	Food Sharing Network
FNRI	Food and Nutrition Research Institute
FRP	Food Rescue Philippines
FSN	Food Sharing Network
GAD	Gender and Development
GDP	Gross Domestic Product
GFG	Good Food Grocer
GFN	Global FoodBanking Network
GHG	greenhouse gas
GHI	Global Hunger Index
GK	Gawad Kalinga
HH	Households
IA	Implementing Agent
IKI	International Climate Initiative
kg	Kilogram
KKI	Kabisig ng Kalahi Inc.
KnK	Kusina ng Kalinga
KPI	Key Performance Indicators
LCE	Local Chief Executive
LGC	Local Government Code
LGU	Local Government Unit
MAB	Multisectoral Advisory Board
MIMAROPA	Mindoro-Marinduque-Romblon-Palawan
MSW	Municipal Solid Waste
NCR	National Capital Region
NGA	National Government Agency
NGO	Non-Government Organizations
NEDA	National Economic and Development Authority
NNS	National Nutrition Survey
OP	Operational Plan
QC-EPWMD	Quezon City - Environmental Protection & Waste Management Department
QCHD	Quezon City Health Department

PDRI	Philippines Dietary Required Intake
PFBF	Philippine Food Bank Foundation
PNRC	Philippine National Red Cross
PP	Project Pearls
PSA	Philippine Statistics Authority
RAH	Rise Against Hunger
SEC	Securities and Exchange Commission
SCP	Sustainable Consumption and Production
SDG	Sustainable Development Goals
SFP	Supplementary Food Program
SFS	Sustainable Food Systems
SWS	Social Weather Stations
TSD	The Sustainable Diner
UN	United Nations
UNEP	United Nations Environmental Programme
USLP	Unilever Sustainable Living Plan
VFI	Virlanie Foundation Inc.
WWF	World Wide Fund for Nature

EXECUTIVE SUMMARY

- 1.0 The Feasibility Study of a Food Donation Program (FDP) in the Philippines was undertaken to assess the current situation of FDP programs in key cities in Metro Manila in terms of impact, technical soundness, as well as social and political acceptability. The major output is the development of a model with a defined operational, organizational and financial structure.
- 2.0 The study approach consisted of extensive desk review and conduct of key informant interviews with various FDP players in five (5) key local government units (LGUs) in Metro Manila – Makati City, Marikina City, Pasig City, Quezon City, and Valenzuela City. The key informant pool consisted of representatives from eleven (11) LGU offices, six (6) Non-Government Organizations (NGOs), one (1) corporate entity, and one (1) national government agency (NGA), the Department of Social Welfare and Development (DSWD).
- 3.0 A review of Philippine situation suggests that FDP objectives --- hunger relief; availability of affordable and nutritious food; and food waste reduction --- are intertwined and can be prioritized depending on the approach, scale and phasing of the FDP. The situational analysis in Metro Manila showed that food donation value chain comprises two (2) major streams: (1) Food rescue and recovery at source from various donors with their own modes of basic food safety inspection and distribution to targeted beneficiaries or the general public; and (2) Food preparation or feeding programs with food augmentation as a key objective undertaken by LGUs under DSWD nutrition programs or by NGOs on a regular basis.
- 4.0 In general, food rescue and recovery programs dealing with perishables tend to have the shortest value chain, jumping from collection and basic safety testing to immediate distribution while those having semi and non-perishables including non-food items have warehousing and various modes of distribution. Food preparation is more compact and integrated, deals mainly with perishables, with a structured and labor-intensive structure, and operate with zero (0) or high distribution costs depending on the scale of assisted beneficiaries. In terms of management, the value chain as a whole is disjointed and compartmentalized. Each LGU or NGO has its own dedicated agenda in either food rescue and recovery or food preparation.
- 5.0 The value-added of a food donation program envisioned by WWF revolves around the following: (1) Setting up linkages in terms of operations, developing a working supply chain, and defining target beneficiaries where the most strategic impact can be realized; (2) Creating an integrating mechanism that is organizational and institutional in rationalizing objectives, coordinating participation and cross-learning among various players, and pooling resources and capital; and (3) Organizing the messaging around food security, and addressing issues of stigmatization and equity around food donations.
- 6.0 The conceptual model for food donation proposed in this study revolves around the concept of “food sharing”. The push for a food-sharing initiative instead of the food donation program originally pursued rests around several key findings, namely: (1) Countering the stigma of donated food as merely left-over or “tira”; (2) Wariness of implementers to patronize and incorporate food recovery and collection drives in existing feeding programs; and (3) Incorporating Filipino culture of not wasting food and sharing it to those in need. The original Food Donation Network (FDN) program is therefore renamed as the Food Sharing Network (FSN) program.
- 7.0 The FSN model has five (5) key elements: (1) A range of food from processed food from retailers and manufacturers; to excess cooked food from hotels and restaurants; and to unserved fresh fruits, vegetables, and pastries; (2) A pool of donors, organized in terms of products and services provided, whether food (perishables, semi or non-perishables); talent and labor (volunteers and paid employment), value chain components (storage, distribution); or support services (technology); (3) An implementing agency (IA) that serves as the coordination hub; a clearing house; and a resource manager as well as acts as the proponent of education, awareness raising and learning programs; (4) A Multi-Sector Advisory Board providing oversight and policy guidance; and (5) Community Activity Centers (CACs) for organizing food sharing initiatives to target groups and other forms of support that shall be developed by DSWD and devolved to the LGUs. This set-up can then be scaled up and replicated to other locations or in serving institutional clientele.
- 8.0 In pilot-testing the program, it is essential to start small and create an impact. The FSN shall establish a supply chain built around the customization of a food meal or food plan. Meal customization involves one

- (1) product or a few products, in cooked or uncooked form, for donation. It could also define the core needs of the target clientele and be repurposed into different meals. Moreover, it could be used to sustain activities that includes but are not limited to teaching food-making to the target clientele and repurposing the program for their own survivability and profit. This concept addresses problems in terms of: (1) Food safety liability of donors; and (2) Quality and quantity of donated food through transformation; maintaining the nutritional value of the food; and increasing the amount of the core needs of the beneficiaries.
- 9.0 Brandenburger and Nalebuff (1996) defines “Coopetition” as a value-creating synergy between the firm and its stakeholders which include, among others, their customers, suppliers, competitors and complementors (Wolff, 2016). This is essential in establishing the program by outsourcing, connecting and innovating the existing feeding programs or food banks by the government, NGOs, and private companies in ways that add value in terms of scale and product line.
- 10.0 While estimating the benefits that FSN would bring to its target clientele; calculating the costs in setting and operating it, and calculating its cost-effectiveness are important considerations to establish the viability of the project, the foregone costs of malnutrition and waste management extend the value of FSN.
- 11.0 The cost to establish the FSN and operate it for five years is estimated at thirty-five million pesos (PHP 35.1M), of which around ninety percent (PHP 31.7M) is operational cost.

1 INTRODUCTION

1.1 BACKGROUND

World Wide Fund for Nature (WWF) – Philippines is part of the WWF network, the world's largest and most experienced conservation organization that operates in over one hundred (100) countries. Since it joined the WWF's roster of national organizations in 1996, WWF – Philippines has been successfully implementing projects that find new and sustainable ways of using the planet's natural resources aimed at protecting the environment for both people and nature.

WWF – Philippines has entered into a project named "Establish Low Carbon Consumption and Production in the Philippines" otherwise known as "The Sustainable Diner: A Key Ingredient for Sustainable Tourism." to support the Philippine government and other sectors' efforts to develop and harness sustainable consumption and production strategies. The project provides the platform to engage the government, food service businesses, and consumers in promoting sustainable dining practices and thereby establish an environmentally friendly foodservice industry in the Philippines by: a) Reducing food wastage and contributing to the implementation of sustainable consumption and production processes; b) Espousing sustainable approaches to assist restaurants, particularly in tourist destinations, transition the sector into a low carbon industry; and c) Addressing the pressing global and national problem of food waste through measures including a food donation program.

The project is affiliated to the One Planet Network (previously known as 10 YFP) and is funded by the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU) as part of their International Climate Initiative (IKI).

Working with people around the world, the WWF International aspires to create sustainable food systems that protect the variety of life on Earth while ensuring food security, now and in the future¹. The organization is focused on the following: a) Sustainable Production - improving how food is farmed and produced; b) Sustainable Diets – changing the food consumption pattern or the way we eat for healthier people and planet; and c) Preventing Food Loss and Waste – ensuring food goes into our bodies not into the bin.

Sustainable Consumption and Production (SCP), defined as "the use of services and related products, which respond to basic needs and bring a better quality of life while minimizing the use of natural resources and toxic materials as well as the emissions of waste and pollutants over the life cycle of the service or product so as not to jeopardize the needs of further generations", was elevated to the global agenda during the United Nations Conference on Environment and Development held in Rio de Janeiro in 1992. More than one hundred seventy eight (178) governments agreed that environmental degradation was inextricably connected to unsustainable patterns of consumption and production.² This idea was restated in 2002 at the World Summit for Sustainable Development, where United Nations (UN) member countries recognized sustainable consumption and production as a "*central objective and essential requirement for sustainable development* (United Nations, 2002)."

The global commitment to shift production and consumption patterns to more sustainable practices is reaffirmed through the Sustainable Development Goal (SDG) number 12 wherein UN member countries "*commit to making fundamental changes in the way that our societies produce and consume goods and services. Governments, international organizations, the business sector and other non-state actors and individuals must contribute to changing unsustainable consumption and production patterns, including through the mobilization, from all sources, of financial and technical assistance to strengthen developing countries' scientific, technological and innovative capacities to move towards more sustainable patterns of consumption and production.*"³

This commitment is coupled with the call to "*encourage and promote the development of a 10-year framework of programs (10YFP) in support of regional and national initiatives to accelerate the shift towards sustainable*

¹https://wwf.panda.org/our_work/food/

² <https://sustainabledevelopment.un.org/index.php?page=view&type=400&nr=23&menu=35>

³ <https://sustainabledevelopment.un.org/topics/sustainableconsumptionandproduction>

consumption and production to promote social and economic development within the carrying capacity of ecosystems.”⁴

10YFP, now known as the One Planet Network, is a global framework of action to enhance international cooperation to accelerate the shift towards SCP in both developed and developing countries. It aims to develop, replicate and scale up SCP and resource efficiency initiatives at national and regional levels.

In the area of food and agriculture the One Planet Network for Sustainable Food Systems Program (SFS Program) was created in 2015. Co-led by South Africa, Switzerland, Hivos and WWF, this global multi-stakeholder initiative aims to accelerate the shift towards more sustainable food systems, all along the food value chain, from farm to fork. Its themes focus on the promotion of sustainable diets; the reduction of food losses and waste; and strengthening resilient and diverse food production systems. The SFS Program also promotes awareness, provides capacity development as well as facilitates access to knowledge, information and tools.⁵

1.1.1 Understanding WWF’s SCP Programs: A Levelling-Off

WWF is an institutional stakeholder whose practice of good governance revolves around the concept of “bringing people together, making things happen” on three (3) aspects: protection of nature; countering of corruption around the environment; and support to the SDGs.⁶

It is on the third governance aspect that the Food Donation Program (FDP) Feasibility Study in the Philippines is anchored; specifically, the SDG 12 on Sustainable Consumption and Production.⁷

The helical logo of SCP signifies the promotion of a circular economy where production and consumption processes sustainably operate and feed each other in the management of inputs, resources, products and waste.⁸

The following targets of SCP are considered pertinent to the study, as these will later reflect on the governance and operationalization of the proposed FDP:⁹

- *Target 12.1: Implement the 10-year framework of programs on sustainable consumption and production, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries.*
- *Target 12.3: By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses;*
- *Target 12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse; and*
- *Target 12.9: Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production.*

WWF aims to steer the commitment to SCP of the government, businesses and consumers through the TSD Project which was launched on September 2017. Two (2) key elements need to be emphasized about TSD and its importance to the study.

⁴Ibid

⁵<https://sustainabledevelopment.un.org/partnership/?p=12411>

⁶http://wwf.panda.org/our_work/governance/ Accessed 20 March 2019

⁷WWF 2018, *Terms of Reference for a Feasibility Study on a Food Donation Program in the Philippines*, p. 1 (Please see Appendix 2)

⁸The burdens imposed on the environment by human activities may be ascertained using Life Cycle Assessment (LCA) to account for the resources and energy (inputs) consumed at each stage in the life cycle of a product and the resulting pollutants and wastes (outputs) emitted. More information can be found at <https://www.sciencedirect.com/topics/earth-and-planetary-sciences/life-cycle-assessment>

⁹ UNDP, <https://www.undp.org/content/undp/en/home/sustainable-development-goals/goal-12-responsible-consumption-and-production/targets.html> (Accessed 20 March 2019)

First, the TSD is being marketed as a sustainable tourism project, centering on ‘food as a tourist attraction’ for locals and foreigners, to be governed sustainably through improvements in policy, systems (e.g., carbon footprinting, eco-labeling, etc.), sector plans and guidelines.¹⁰ Thus, TSD focuses on the foodservice sector, particularly restaurants and hotels, which are major players in the local food supply chain.

Second, behavioral and demographic changes such as dining-out consumption habits and urbanization bode increasing demand for foodservice industries. Dining-out to home consumption in the Philippines appears to have doubled to about 18 percent of food spending by households in 2012, as compared to only nine (9) percent in 1994 (Briones, Antonio, Habito, Porio, & Songco, 2017).

If current trends continue, so would be the tendency towards wasteful consumption and production persist. For instance, in the US, foodservice industries account for 37 percent of food waste (FWRA, 2014). The same study highlighted that although the causes are different, the food waste proportions in the US and developing countries are almost the same. On a global scale, retail and final consumption are found to be the major source of “avoidable” food waste or food that could have been eaten but were not due to spoilage, oversupply or rejection per quality standards (Ngoc Bao Dung Thi, Gopalakrishnan Kumar, & Chiu-Yue Lin, 2015)

At first glance, it seemed logical for the WWF to commission a study on FDP as a complement to TSD. Food donations could possibly close out or initiate a circular economy where avoidable food waste from the foodservice sector can be reduced by distributing excess food supplies to communities in need. The intent of WWF along this line was apparent in a question posed in the TOR, ‘What policies can be lobbied and implemented to make food donation program a regulated and safe option for restaurants?’ (Please see [APPENDIX 2](#))

On closer examination, however, an FDP has its own dynamics that have significant contrasts with the TSD, the flagship program of WWF in supporting SCP. Food donations generally have an altruistic dimension, especially in developing countries such as those in Latin America and in some Asian countries like India and South Korea. The programs are acts of charity originally providing hunger relief to needy and/or displaced populations. These have later morphed to include dry goods, medicines and other supplies (Mejia, et al., 2015). These target generally poor or distressed groups without the capacity to pay, and where hunger, whether experienced intermittently or regularly, combines with other factors such as lack of stable incomes and employment in ways that rather foster dependency (McIntyre, 2003).

FDP targets groups do not only encounter hunger; they cope with food insecurity, a condition which has economic and social dimensions. Food insecurity has an economic dimension as it is about difficulties in accessing food on a regular basis due to lack of money or other resources (Rowland, et al., 2018). Yet it also has social aspect in terms of uncertainty in accessing food of adequate quality and in enough quantities according to socially acceptable ways.¹¹

The implication of these twin dimensions is that there is pressure for FDP to be designed not only as food suppliers for charitable purposes but also to set and abide by certain standards to provide safe, nutritious, and adequate food, whether from a business or social enterprise standpoint. This enterprise aspect is important if the FDP is to be designed as sustainable program in accordance with SCP targets. Later, the established models for FDP will be presented to better contextualize this enterprise orientation.

More so, WWF would like to limit mendicancy in the program in its inception meeting with GECC last July 2018. There would have to be a market segmentation strategy wherein food donation, to be sustained, is combined with for-profit or cash-earning operations. Meanwhile, the food supply chain in an FDP is largely supplier or donor-driven, which can only be effective when adequate, safe and reliable food donations, supplemented by other ways

¹⁰ Philippine Center for Environmental Protection and Sustainable Development, Inc. (PCEPSDI), <http://pcepsdi.org.ph/projects/the-sustainable-diner-a-key-ingredient-to-sustainable-tourism/>; (<https://wwf.org.ph/what-we-do/food/thesustainablediner/project-launch/>) Accessed 20 March 2019

¹¹ As an example, a family of five with a sole breadwinner who earns below the minimum wage can afford to buy noodles for the family on a daily basis. The family may not go hungry, but they are considered food-insecure because noodles are not nutritious food and could hardly fill the dietary requirements of a typical Filipino household. See McIntyre, Lynn, 2003. p. 46-47

of sourcing food, are guaranteed. Service providers in transportation and distribution; repacking and storage; and safety also provide crucial support in protecting the integrity of food donations.

With the foregoing, the FDP comes as a program generally catering to underprivileged groups. In contrast, TSD is packaged by WWF as an upscale project that caters to middle to upper-middle class segments of the population, not only as consumers but also as tourists, which would presumably include a sizeable international clientele. This target group is assumed to be able to afford to travel and dine out on a regular basis and whose preferences as well as habits can be influenced towards sustainable forms of consumption. Behavioral change, therefore, is an underlying motivation in the TSD.

Along the same line, the foodservice sector is expected to align through more sustainable forms of raw material sourcing, food production/ manufacturing, including reuse, as well as waste reduction and waste disposal processes. As the TSD aims to help reduce wastes and losses in the food supply chain, it follows that the foodservice sector cannot be the sole backward linkage to the planned FDP of WWF. Its reliability as a food supplier is in question because generally fresh or cooked food generated by foodservice industries has zero or very limited shelf life. Its food donations entail high distribution costs as well as legal risks should the industries be held liable for food contamination and other safety issues. On these aspects, the goal of food waste reduction in the TSD is not attuned with the goal of safe, adequate, and reliable food supply for the FDP.

1.1.2 From TSD to FDP: Sustaining WWF Support to SCP

An FDP constitutes a development response to certain societal problems. Its evolution conveys an adaptation to development challenges. The program usually begins with the social objective of charity, providing emergency food and alleviating hunger. Food assumed the semblance of a “public good” where poverty alleviation through food donations was considered both a civic duty and a social benefit. Over time, food donation initiatives took on broader objectives to increase public involvement to address climate and environmental issues. Particularly, FDPs contribute to efforts preventing, if not reducing the food wastes that reach landfills.

Food recovery through donation programs is a way to mitigate the effect of greenhouse gas (GHG) emissions that worsen with landfill dependence. The low recovery of avoidable food waste is believed to increase the amount of organic food wastes that reach the landfill. This, in turn, increases the demand for landfills and the continuous increase in greenhouse gas emissions.

1.2 RATIONALE OF A FOOD DONATION PROGRAM IN THE PHILIPPINES

So much food is lost and wasted along the food supply chain.

In 2009, FAO estimated that about one-third of all food produced globally are lost or wasted (FAO, 2011). Food loss and waste (FLW) means that food intended for human consumption leaves the food supply chain somewhere between being ready for harvest and being consumed.

In 2014, FAO emphasized that food loss means decrease in quantity or quality of food during food production and distribution segments in the food supply chain; which is mainly determined by food chain’s performance or its institutional and legal framework. Moreover, FAO explained that food waste is an important part of food loss and refers to the “removal of food from the food supply chain which is fit for consumption, by choice, or which has spoiled or expired, mainly caused by economic or social behavior, poor stock management, or neglect” (FAO, 2014).

In the country, the Philippine Statistics Authority (PSA) estimated that in 2017, about 1-14 gm of food is being wasted per capita. If food is rescued instead of wasted, this can feed an additional 346 thousand to 4.68 M individuals (Villarino, 2018). Another estimate pegged food waste some P41 Million worth of rice daily using the price of the well-milled variety at P42 per kg. This translates to Filipinos wasting 360.602 Million kg of rice valued at some P15.145 Billion, which could have fed at least 3.281 Million Filipinos.¹²

Yet, food insecurity, hunger and malnutrition persist in the country.

¹² Arcalas JEY, Ordinario CU. 2018. Food waste, postharvest losses where millions remain hungry | Business Mirror. Accessed 10 January 2019

While the Global Hunger Index (GHI) for the Philippines has gone down from 25.9 in 2000 to 20.2 in 2018, the hunger situation is still categorized as serious (von Grebmer, et al., 2018).

Locally, the Social Weather Stations (SWS) conducts quarterly report on hunger, which as they defined as suffering due to lack of food to eat, SWS reported a downward trend of hunger. SWS reported a yearly average hunger rate of 10.8% for the full year of 2018, 1.5 points below the 12.3% in 2017, and the lowest annual average hunger rate of 7.0% since 2003.¹³

Food insecurity means “limited or uncertain availability of nutritionally adequate and safe foods or limited or uncertain ability to acquire acceptable foods in socially acceptable ways”.¹⁴

In 2015, the Food and Nutrition Research Institute (FNRI) of the Department of Science and Technology (DOST) reported that of 41,282 households surveyed, around 22 percent of households are severely food insecure while another 32 percent are moderately food insecure (DOST-FNRI, 2016.).

The top three (3) regions that have the highest proportion of households with severe food insecurity include Autonomous Region of Muslim Mindanao (ARMM) with 44.5% of 1734 HH, National Capital Region (NCR) with 29.2% of 3307 HH and Mindoro-Marinduque-Romblon-Palawan (MIMAROPA) with 26% of 1316HH.

Meanwhile, the food waste also impacts on the environment. About 52.3 percent of municipal solid waste (MSW) are biodegradable and are produced by households.

These wastes that end up in landfills produce a large amount of methane – a potent greenhouse gas that is 25 times more powerful than CO₂.^{15,16}

Considering the value of redistributing food loss and food waste to those who need them and the corresponding reduction in GHG emissions, this study considers FDP as a mechanism to engage government in addressing, quantifying and monitoring the SDG target 12.3.¹⁷

The food bank can also widen the type of actors that can be engaged not only in the food industry, but also in other industries like transportation, information technology, warehousing, logistics management and companies that exercise their corporate social responsibility. Further, increasing the public awareness regarding Sustainable Food Systems can promote volunteerism and revive the bayanihan spirit of Filipinos.

1.3 OBJECTIVES OF THIS STUDY

WWF Philippines commissioned GECC Environmental Services (hereafter referred as GECC) to undertake a Feasibility Study of a Food Donation Program (FDP) in the Philippines. The study assessed the existing FDPs in terms of their impact, technical soundness, social and political acceptability and developed a viable Food Donation Program model with defined organizational, institutional, and financial structure.

This endeavor required the following activities:

- 1) Assessment of the need for a food donation program in the Philippines;
- 2) Review of Philippine laws and policies related to and that will support the implementation of food donation program;
- 3) Review of the feeding program and similar services provided by the government, non-government organizations and private companies to address hunger and food insecurity; and
- 4) Scan of the available resources (donated food, funds and donors) vital for a viable food donation program model.

¹³ Lee ABD and Evangelist JC. 2019. 4th Quarter 2018 Social Weather Survey. Social Weather Stations 16 January 2019

¹⁴ As defined by the Life Sciences Research Office (Life Sciences Research Office, 1990) and adopted by DOST-FNRI (DOST-FNRI, 2016.)

¹⁵ Methane's (CH₄) lifetime in the atmosphere is much shorter than carbon dioxide (CO₂), but CH₄ is more efficient at trapping radiation than CO₂. Pound for pound, the comparative impact of CH₄ is more than 25 times greater than CO₂ over a 100-year period. Accessed from <https://www.epa.gov/ghgemissions/overview-greenhouse-gases#methane>

¹⁶ Ian Murray & Company Ltd. 2017. Food Waste Study. Alberta Agriculture and Forestry. Accessed 21 January 2019

¹⁷ WWF 2018, Terms of Reference for a Feasibility Study on a Food Donation Program in the Philippines. Please see Appendix 2.

2 METHODOLOGY

2.1 DESK REVIEW

The preliminary desk research used mainstream search tools for internet research of multilateral and bilateral development organizations, e.g., United Nations Environment Program (UNEP), FAO; government websites, e.g., PSA, Food and Nutrition Research Institute, National Economic and Development Authority, Official Gazette, Senate of the Philippines; non-governmental organizations, e.g., WWF, Rise Against Hunger (RAH), The Global FoodBanking Network (GFN), Gawad Kalinga (GK); news archives and social media through Rappler, ABS-CBN News, Facebook; and various technical reports and academic research, among others.

While most of the available documents reviewed in the Philippines focus on food insecurity and the interventions that address this need, the analysis will emphasize food donation or feeding programs to support the target of reducing by half the per capita food loss and food waste by 2030.

The desk review focused on the following:

- Documents to understand the context of proposed food donation program
- Laws, Policies and Administrative Framework on Food Donation Program and related regulations and activities
- Data on hunger, malnutrition, food insecurity, massive scale of food loss and waste
- Initiatives on food donation/feeding program/food waste reduction at the source/redistribution of surplus food initiative

2.2 KEY INFORMANT INTERVIEW

Key informant interview was conducted to complement and validate information generated from secondary sources. Notably, while the preliminary list of target respondents prioritized those representing the food service industry and LGU representatives where the TSD project is being implemented, the response rate was low.

However, using snowball sampling, the final respondents provided depth and experience in implementing similar programs like food rescue and feeding programs which are critical in developing the conceptual framework for this study. The final list of respondents represents diverse organizations: a volunteer group, a non-profit organization, a private company, a national agency and local authorities.

Personal interviews were conducted. The respondents provided varied insights on the following: a) The food donation program; b) The challenges of implementing the program; and c) What can be done to mitigate the challenges.

Two (2) respondents from NGOs were re-interviewed to explore possibilities of them leading the piloting of the food donation program that works in a different way than that of a government authority. They both have the possibility of collecting multitude of information with regard to any potential partners to be directly involved in promoting the food donation program.

One (1) representative from the private sector – SM Hotels and Conventions Corporation – was interviewed as a possible donor in the program. She provided the perspective and concerns of hotels, restaurants and groceries on the program.

2.3 CONSULTATIVE WORKSHOP

The Consultative Workshop was conducted last October 22, 2019 at the Barcelona Room 1, La Breza Hotel, 155 Mother Ignacia Avenue, Diliman, Quezon City from 9:30AM to 3:00PM. The agenda of the workshop are the following: (i) to validate the findings of the study and its proposed conceptual model and (ii) to identify mechanisms to pilot-test the implementation of the program. A total of nine (9) attendees consisting of six (6) LGU representatives, two (2) from the private sector, and one (1) NGO with 6 WWF and GECC representatives (Table 2-1).

Table 2-1. Consultative Workshop Attendees

Name	Position and Organization
Liezl R. Stuart del Rosario	Policy Specialist, WWF
Melody Melo-Rijk	Project Manager, Sustainable Consumption and Production, WWF
Luz Teresa Baskinas	VP for Project Development, WWF
Marivic M. Perlada	Nutritionist Dietician III, QCHD
Jirah Asa Sideco	Nutritionist Dietician II, QCHD
Maria Eleonor Leal	Nutritionist Dietician III, DSWD-Central Office
Derick Leynes	Planning and Research Officer, QC-EPWMD
Thess Khaz S. Raza	Environmental Management Specialist, QC-EPWMD
Dr. Angelito Llabres	Administrator, Marikina City
Vicky Wieneke	President, Kabisig ng Kalahi
Shirley C. Sta. Ana	Coordinator-ASI, Unilab
Lori Valdellon	Manager-Business Development Group, Unilab
Dr. Leizel P. Lagrada-Rombaua	President, GECC
Ms. Vitti C. Valenzuela	Consultant, GECC
Dr. Bienvenido Alano, Jr.	Consultant, GECC
Hilarry Grace Pineda	Project Coordinator, Research Assistance GECC

3 REVIEW OF RELATED LITERATURE

3.1 BACKGROUND DOCUMENTS AND WEBSITES

The following documents and websites (Table 3-1) were reviewed to provide better understanding of the food donation program not just to address hunger and promote access to food but, more importantly, to frame it within the context of Sustainable Production and Consumption, particularly in promoting Sustainable Food Systems.

Table 3-1. Sources of Background Documents and Websites

Documents/Website
https://sustainabledevelopment.un.org/topics/sustainableconsumptionandproduction
UNEP 2013. The 10 Year Framework of Programmes on Sustainable Consumption and Production, UNEP, Paris
United Nations, 2002. Report of the World Summit on Sustainable Development
https://wwf.panda.org/our_work/food/
Flanagan, Clowes, Lipinski, Goodwin, & Swannell, 2018. SDG Target 12.3 on Food Loss and Waste: 2018 Progress Report. Accessed from http://www.champions123.org . on January 3, 2019

3.2 LAWS AND POLICIES RELATED TO FOOD DONATION

Laws, policies and guidelines are available, both globally and locally, to facilitate food donation. These offer incentives to those who choose to donate and to ensure food safety for the sake of beneficiaries as well as benefactors. There are also government policies that provide for similar programs like feeding. The following are legislative and administrative policies currently in place that support food donation program and other related activities.

3.2.1 Codex Alimentarius

This promotes the essential principles of food hygiene applicable throughout the food chain, including primary production through to the final consumer, to ensure that food is safe and suitable for human consumption.

3.2.2 Food Donation Act

The Food Donation Act of 2009 designates roles of national agencies in the collection, storage, distribution and food donation quality standards. It echoes the policy of the state to *alleviate national poverty and reduce food wastage* which allows the State to implement measures to encourage the donation of apparently *wholesome food for charitable purposes*. The law also ensures effective and sustained inter-agency and multi-sectoral coordination, where the DSWD shall serve as the main coordinating agency together with the Philippine National Red Cross (PNRC) as auxiliary for implementation.

3.2.3 Sanitation Code of the Philippines (PD 856, 1975)

Section 14 provides, "No person or entity shall operate a food establishment for public patronage without securing a permit from the local health office." Moreover, under Section 15, states, "No person shall be employed in any food establishment without a Health Certificate issued by the local health authority."

3.2.4 BIR Revenue Regulation No. 12-2018

This Bureau of Internal Revenue policy consolidated the revenue regulations on estate tax and donor's tax, incorporating the amendments introduced by the TRAIN law (BIR, 2018)

Section 17 provides that gifts in favor of educational, charitable, welfare, religious and cultural corporation, institution, accredited NGOs, trust, research institutions are exempted from donor's tax.

3.2.5 R.A. No. 11037 Masustansyang Pagkain para sa Batang Pilipino Act (2017)

This institutionalizes a national feeding program for undernourished children in public day care, kindergarten and elementary schools to combat hunger and undernutrition among Filipino children.

Sec 10 provides Tax Exemption for any donation or bequest made to the NGAs or LGUs for the Program.

3.2.6 Food Safety Act of 2013 (RA 10611)

The State shall maintain a farm to fork food safety regulatory system that ensures high level of food safety. The following key agencies are mandated principal responsibilities in ensuring food safety: a) The DA for production and postharvest stages; b) The DOH for the processed and prepackaged foods; and c) The LGUs for food safety in food businesses or establishments.

3.3 PROPOSED LEGISLATIONS REFLECT CHANGES IN PERSPECTIVES ON FOOD DONATION

The proposed bills filed through the House of Representatives and Senate of the Philippines enumerated in (Table 3-2) indicate the kind of legislative measures that lawmakers consider in achieving the SDGs, particularly SDG 2 and 12. While, these were not passed by the Congress, it shows that there are lawmakers whoe are pushing for the creation of a food redistribution system and for the protection of entities and individuals who donate food.

Table 3-2. Proposed Bills on Food Donation Program and related activities

Bill No.	Year	Title
HB 7759; HB 8586	2018	An Act Providing for a System of Redistributing and Recycling Food Waste to Promote Food Security
HB 7674	2018	An Act to Promote Donations, In Good Faith, of Medicines, Food Products or Supplies by Establishments and Other Entities, Including Individuals, By Exempting Them from Any form of Liability Arising Therefrom
HB 5746; HB 6789	2017	An Act Providing for A System of Redistributing and Recycling Food Waste to Promote Food Security
HB 6235	2017	An Act Reducing Food Waste Through Food Donation and Food Waste Recycling
HB 4675	2016	An Act Mandating the Donation of All Surplus or Left Over but Still Edible Foods to Charitable Institutions and Foundations by All Restaurants, Hotels, Supermarkets, Fast Food Chains and Other Similar Food Establishments and Providing Penalties for Violation Thereof
SBN 984; SBN 357	2016	An Act Providing for a System of Redistributing and Recycling Food Waste to Promote Food Security
SBN 766	2016	An Act Banning Supermarkets, Food Establishments and Other Similar Businesses From Throwing Away and Spoiling Unsold Food
SBN 523	2016	An Act to Promote Donations, in Good Faith, or Medicines, Food Products or Supplies by Establishments and Other Entities, Including Individuals, by Exempting Them from Any Form of Liability Arising Thereform

3.3.1 Zero Food Waste Bill (SB 357)

If passed to law, this will require restaurants to donate their excess food to charities involved in food donation programs and thereby ensure that hotels and restaurants will not waste food that can still be rescued.

3.3.2 Mandatory Food Donation Bill (HB 4685)

This bill seeks to provide for the mandatory donation of all surplus or left over but still edible foods to charitable institutions and foundations by all restaurants, hotels, supermarkets, fast food chains and other similar food establishments and providing penalties for violation of the policy.

3.3.3 Food Surplus Bill (HB 2496)

The bill proposes to adopt a system to promote, facilitate and ensure the reduction of food waste through redistribution and recycling. The bill intends to correct and reduce the massive amount of food wasted and the considerable number of people going hungry daily. The bill prompts food-related establishments to donate their surplus edibles to charities like food banks where the most deprived of our countrymen can avail of a full stomach in a safe and dignified environment.

3.4 POLICY ON SUSTAINABLE PRODUCTION AND CONSUMPTION

The Philippines has not yet enacted a single policy or plan specifically for SCP. There are several legislations on SCP since the start of the millennium such as the Clean Air Act of 1999; the Ecological Solid Waste Management Act of 2000; the Clean Water Act of 2004; the Biofuels Act of 2006; the Renewable Energy Act of 2008; and the Climate Change Act of 2009. None of these gives much emphasis on food donation and similar activities.

The country has stated its vision of a green economy in the Philippine Development Plan 2011–2016 which emphasizes the need for inclusive growth as well as “sustainable use of resources to benefit the present and future generations.” A specific sector outcome goal is defined as improving environmental quality for a cleaner and healthier environment with reduction targets for air pollution; water pollution; and waste generation.

While the DENR is the agency tasked with implementing the country’s environmental policy and local government units (LGUs) enforce environmental laws as a devolved function, no government agency is thus far mandated to focus on spearheading programs related to food donation. The DSWD, with the help of PNRC, remains as the main relevant agency albeit in a more coordinative capacity within an inter-agency committee.

As of date, the National Economic Development Authority (NEDA) has an on-going call for a technical consultant for the formulation of a Philippine Action Plan on Sustainable Consumption and Production, with technical assistance from the Asian Development Bank (ADB).

3.5 RELEVANT DOCUMENTS, REFERENCES AND OTHER RESOURCES TO ESTABLISH NEED

Agency reports; assessment of food security in the Philippines; online news clippings; national surveys; and other related documents were reviewed to define the scope and magnitude and need for a food donation program in relation to a food donation model that supports the Sustainable Food Systems. The following (Table 3-3 and Table 3-4) are some of the resources reviewed to understand the need.

Table 3-3. Reviewed Resources to Establish the Need for Food Donation Program

Reference	Year	Relevant information
Updating of the 8 th National Nutrition Survey (NNS) 2013: Philippine Facts and Figures 2015	2015	This report was prepared by the Department of Science and Technology – Food and Nutrition Research Institute (DOST-FNRI). It is part of the updating of the 8 th NNS conducted last 2013. The report summarizes the statistics for malnutrition; food consumption; plate wastage; and other indicators related to nutrition.
Food Security Survey		This report summarizes the results of the Updating of the Nutritional Status of Filipino Children and Other Population Groups. This contains the Household Food Security, Household Dietary Diversity, and Food Consumption Score.
Purchasing Patterns and Consumer Level Waste of Fruits and Vegetables in Urban and Peri-Urban Centers in the Philippines	2017	The research results show that on the level of consumers, the amount of fruits and vegetables wasted is equivalent to three to four percent of the total purchased volume. Fruits that are ranked as most wasted were bananas and pineapples. The common causes of this waste are: “forgot to eat”, “poor quality”, “forgot to cook”, and “overbuying”.
Social Innovation in Food Banks	2016	An environmental scan of social innovation in Canadian and US Food Banks. Through the review of practices of the food banks

Reference	Year	Relevant information
		across Canada and US, the research was able to formulate the nine (9) patterns of social innovations: 1) Creating a platform for shift; 2) Taking a whole systems approach; 3) Focusing on quality over quantity; 4) Scaling out not up; 5) Creating a healthy and dynamic culture of shift; 6) Balancing change with the immediate need for emergency food services; 7) Engaging new voices; 8) Starting with asses; and 9) Working upstream. These strategies are enabling food banks to challenge the status quo and shift towards a community food security model of food banking.
Compendium of Right to Food Laws in the Philippines – Volume II	2015	Compiles the existing laws and regulations as of 2015 on food physical accessibility, prices, wages and employment, access to credit and special laws for those most vulnerable or in special situations.

Table 3-4. Snapshot of Food Loss in the Countryside

Reference	Date accessed	Relevant information
https://www.philstar.com/the-freeman/cebu-entertainment/2018/08/26/1845896/food-waste-trail-the-atom-araullo-specials	01/15/19	Atom Araullo traces the food waste trail in the provinces of Samar and Benguet. Every year, 296,869 metric tons of rice, enough to feed two Million Filipinos, are wasted in the country. As for Benguet, up to sixty (60) tons of vegetable waste are produced from the farms and disposed at the trading post and compost facility daily.
https://news.abs-cbn.com/business/01/09/19/benguet-farmers-forced-to-throw-away-vegetables-amid-low-proces-oversupply	01/18/19	A recent strong typhoon that delayed the scheduled harvest period caused an oversupply of vegetables from farms in Benguet province. Prices dropped from Php15-50 per kilo to Php1 to Php7 per kilo. Produce that were not sold were thrown away. A solution suggested by the Department of Agriculture was to schedule their planting activities one week from each other to minimize oversupply of vegetables.
https://www.rappler.com/newsbreak/iq/207684-things-to-know-good-food-grocer-first-food-bank-philippines	01/05/19	The article explains how the Good Food Grocer feeds families in informal settlements and children in day care centers. The food bank partners with both the private and public sector to facilitate the cycle of food donation. Food gathered are stored in the food bank which is then distributed to a community service organization to be redistributed to the hungry. As of the publishing of the article, the food bank feeds about 150 to 300 children from seven (7) day care centers from two (2) barangays in Taguig City, Metro Manila.
https://www.doh.wa.gov/CommunityandEnvironment/Food/FoodWorkerandIndustry/CharityFoodDonations	01/26/19	<p>The Washington State Department of Health provides guidelines for donors in relation to charity food donations. Types of foods that are not suitable for donation include home prepared foods; uninspected meat donations; foods in soiled containers; foods in opened or torn containers; and foods with an "off" odor.</p> <p>On the other hand, the guidelines encourage donation of food that are commercial packaged without needing refrigeration; fresh produce; food from licensing compliant food establishments; food processors; and distressed foods. The guidelines also provide for other matters such as proper food handling; storage; transportation; cooking; dishwashing; and information required from the donors.</p>

4 ASSESSMENT OF NEED

4.1 FOOD LOSS AND WASTAGE

The entire food supply chain from preharvest; harvesting; post-harvest; storage; distribution; retail and consumption offers several reasons for food loss and food waste. Studies on postharvest losses of vegetables identified losses in the range of 20 to 40%. For instance, cabbage losses are amongst the highest at 20 to 30%. Food losses remain high in the retail stage particularly in commodities like fruits and vegetables, dairy products, bakery goods and cooked foods. The shelf life of these commodities can be prolonged through processing, which is critical especially when there is oversupply of seasonal fruits. Almost 50% of overproduce is discarded because food preservation is not done (Mopera, 2016).

At the consumption stage, the Food and Nutrition Research Institute (FNRI) reported that as of 2015, the total daily plate waste was computed at 62 grams for whole households composed of vegetables (5 grams); rice and rice products (46 grams); fish and fish products (6 grams); and meat and meat products (1 gram). These are either discarded or fed to pets resulting in a total loss equivalent to 172 kilocalories (43 grams) per day.

Highest amount of food wastage, composed mainly of rice and rice products, was observed among rural households. Across wealth quintiles, similar total amount of plate waste was observed. Meanwhile, by food groups, high plate waste from fish, meat, and poultry was observed in the richest quintile while cereals and cereal products was observed among poor quintile. Among regions, plate waste was highest in Cordillera Administrative Region (CAR) and lowest in Autonomous Region of Muslim Mindanao (ARMM).

Except those reported in connection to solid waste management, there is dearth of data on food waste in the food service sector in the Philippines. The Department of Environment and Natural Resources (DENR) reports that between 2008 and 2013, more than half (52.3%) of MSW in the country are biodegradable, and an estimated 86.2% of these are food waste. Around 27% of MSW is generated by markets (18.3%) and other commercial establishments (8.8%)(DENR, 2018). In 2003, a waste analysis and characterization study showed that food waste constitute about 30 to 40% of MSW was generated by commercial establishments like malls where fast-food stores are ubiquitous, restaurants as well as hotels/condos in large cities like Makati and Quezon City (Varey, et al., 2003). **Table 4-1** shows the percentage of food waste generated from commercial establishments and markets in five (5) LGUs in Metro Manila.

Table 4-1. Food Waste from Food Service and Related Establishments in Selected LGUs In Metro Manila

	Makati	Muntinlupa	Pasig	Quezon City	Valenzuela
Quantity (tons/year)	87,200	80,400	102,067	532,100	60,200
Kitchen/Food waste (% of total)	32.6	29.1	23.1	39.9	38.0
Food waste as percent of waste disposed by food service and related establishments					
Commercial	32.7		9.9	31.5	17.5
Offices		21.0			
Malls		44.9			
Restaurants		45.7			
Hotels/condos	29.7	44.2			
Markets	81.3	68.6	57.6	64.1	51.0
Bulk density of Disposed Food Waste (kg/cu.m)					
Commercial	50.6		122.1	203.7	48.2
Offices		95.4			
Malls		182.3			
Restaurants		122.3			
Hotels/condos	64.3	130.3			
Markets	182.1	352.2	84.9	272.8	185.0

Source: Varey, et al., 2003. Waste Analysis and Characterization Study in Metro Manila

However, several news reports and documentaries showed that food waste is being recovered from landfills where food is no longer safe or fit for human consumption. *Pagpag* (Filipino word which means *to shake the dirt off*) is a dismal reality of a hidden food system for the urban poor that exists on the left-over food of the city's middle class.¹⁸

These food wastes usually come from large fast food chains such as Jollibee and KFC and are scavenged either right outside the establishments or from dumpsites. These scavenged foods are sold to neighbors and other people living in the slums for 20 to 30 pesos per bucket/serving. Some of these scavenged foods are re-cooked using cheap and alternative spices such as the Kaldereta a la pagpag in Happyland, a dump site in Tondo. Despite having health risks in eating scavenged food, this kind of practice is a way of the poorest slums of Metro Manila to live with their current conditions.

There is evidence that substantial amount of food can be rescued right from the source, where food safety can be maintained prior to sharing with the hungry and food insecure households. However, there is no program in the country to recover food and reduce food waste. Initiatives in other countries (Otten, Diedrich, Getts, & Benson , 2016; Ian Murray & Company Ltd., 2017) show that managing food waste should prioritize prevention (source reduction); recovery (feeding hungry people and animals); and recycling (for industrial uses or composting) as shown in Figure 4-1.

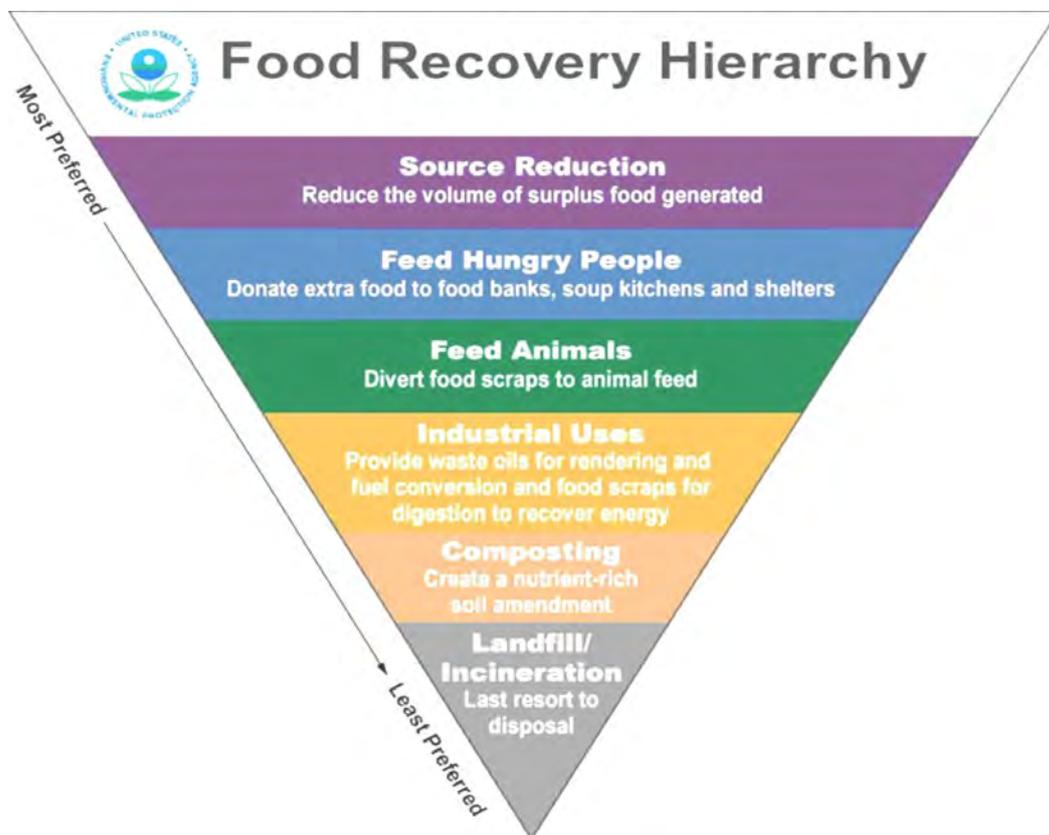


Figure 4-1. U.S. Environmental Protection Agency Food Waste Recovery Hierarchy

4.2 HUNGER AND FOOD INSECURITY

The Social Weather Survey conducted from December 16-19, 2018 using face-to-face interviews of 1,440 adults (18 years old and above) nationwide, 360 each in Luzon, Metro Manila, Visayas, and Mindanao. The SWS survey questions on the family's experience of hunger are directed to the household head. The Survey found that 10.5% or an estimated 2.4 Million families experienced involuntary hunger at least once in the past three (3) months. The

¹⁸Examples of news reports and documentaries include "A grim staple for Manila's poor" CNN (2012) Source: <https://edition.cnn.com/2012/04/30/world/asia/philippines-pagpag-slums/>; <https://www.rappler.com/move-ph/issues/hunger/53080-leftover-meal-hunger> ; and, <https://www.rappler.com/move-ph/issues/hunger/53080-leftover-meal-hunger>

measure of Hunger refers to involuntary suffering based on the respondent's answer to a survey question that specifies hunger due to lack of food to eat. This is 2.8 points lower than the 13.3% (estimated 3.1 Million families) hunger in September 2018. This gives an average hunger rate of 10.8% in 2018; 1.5 points below the 12.3% in 2017; and the lowest annual average hunger rate since 7.0% in 2003.

The 10.5% quarterly hunger in December 2018 is the sum of 8.9% (estimated 2.1 Million families) that experienced Moderate Hunger and 1.5% (estimated 354,000 families) that experienced Severe Hunger. Moderate Hunger refers to those who experienced hunger "Only Once" or "A Few Times" in the last three (3) months, while Severe Hunger refers to those who experienced it "Often" or "Always" in the last three (3) months.

According to the Food Nutrition Research Institute that as of 2015, 35.2% of Filipino households experienced mild-moderate food insecurity and an additional 29.5% of households had severe food insecurity. About 33.9% of households limit the variety of food consumed on some occasions. To stretch limited food supply, some households have members who reduced the size of meals eaten (27.2%) or ate fewer meals (15.5%). In severe cases, some households experienced not having any food at home (6.8%), had a member who went to sleep hungry (5.5%), or went through a day without eating anything (2.8%) (DOST-FNRI, 2016.).

The highest rate of severely food insecure households (44.5%) and the lowest number of food secure households (15.0%) live in ARMM. However, there are pockets of population in living in institutions that are not usually captured in surveys but are at risk of food insecurity: orphanages; home for the aged; mental hospitals; and overcrowded and underfunded prisons.

World Food Programme (WFP) sponsored a survey in 2015 among 1,600 households in the sixteen (16) poorest provinces in the country tackling the causes of food insecurity among these areas. These provinces, according to the PSA, include Apayao, Masbate, Negros Oriental, Eastern Samar, Northern Samar, Western Samar, Zamboanga del norte, Bukidnon, Camiguin, Lanao del Norte, North Cotabato, Sarangani, Sultan Kudarat, Lanao del Sur, Maguindanao, and Sulu.¹⁹

The results showed that 37% of all households surveyed from August 16 to September 5, 2015 went hungry in the past twelve (12) months due to having inadequate income to buy food; 18% were due to household heads having no regular job to start with; and 11% were due to household heads having no job at all.

The other reasons cited for food insecurity included effects of natural calamities and disasters, possibly related to climate change, given that 90% of households said that rice and corn are part of their family diet. About 12% of the households went hungry due to drought while 10% were due to strong rains in their area.

4.3 LIST OF SELECTED SERVICES TO ADDRESS FOOD INSECURITY CONCERNS

4.3.1 Government Programs

A. General

Recognizing the gaps in food security in the country, the government has instituted various programs to address this need. Many of these programs are directed towards augmenting the nutritional needs of children, some are intended to enhance food supply while a few are targeted to increase household income. Some interventions are done through price subsidies, while others are more comprehensive, targeting improvements in agricultural infrastructure, equipment, providing support services for productivity, and enhancing purchase capacity.

The following are various government strategies implemented to address food security-related concerns:

1) Feeding Program

- Aims to reduce hunger among school children by providing meals and snacks. This program also includes milk feeding as well as feeding among day care pupils.

2) Nutrient Fortification

- Includes programs which aim to address micronutrient deficiency (vitamin A, iron, and iodine) among children and pregnant women.

¹⁹ What causes food insecurity in the PH's poorest provinces? Source: <https://www.rappler.com/move-ph/issues/hunger/111581-food-insecurity-causes-ph-poorest-provinces>

3) Information, Education and Nutrition Awareness

- Includes programs which promote the enhancement of nutritional status through information drives.

4) Food Production

- Includes programs which enhance food supply and increase household income to foster self-sufficiency to mitigate hunger.

5) Support to Farmers and Subsidies

- Provide grants and assistance to farmers. Help improve agricultural infrastructure and equipment of farmers.

6) Comprehensive and Integrated Food Security Program

- Provide support which link supply with demand. The services under such programs are geared towards productivity and enhancing the beneficiaries' purchase capacity.

B. Rapid Assessment of implemented programs in selected LGUs

1) Supplementary Feeding Program (SFP)

- The program is a provision of food in addition to the regular meals to the LGUs with children currently enrolled in the day care centers as their beneficiaries, mandated by DSWD.
- Food supplementation is in the form of hot meals being served during break/snack time for five (5) times a week, from Monday to Friday, running for 120 days equivalent to 1 school year. They follow a 20-day cycle menu formulated by FNRI based from the Philippine Dietary Required Intake (PDRI).
- The children are weighed at the start of the feeding period and three (3) months thereafter. After the completion of 120 feeding days, the improvement and sustenance in the nutritional status of the beneficiaries will be determined.

2) First 1000 days of Life Feeding Program

- A Gender and Development (GAD)-funded program aimed to provide adequate health and nutritional care to nutritionally at risk pregnant & lactating mothers thus ensuring proper nutrition to the mother and the child.
- The 1st 1,000 days of life begins from a woman's first day of pregnancy until the child reaches two (2) years old.
- The 60 days feeding starts around June and is held at health centers of the city. It also follows a cycle menu from the FNRI Menu Calendar for pregnant women.
- Barangay Nutrition Scholars and City Health aides acts as feeding operators with Nutritionist-Dietitians supervising/ overseeing the actual feeding operation.

3) Tsibug-Pampalusog Program

- A school-based feeding program in Pasig City funded by Department of Education (DepEd).
- Nutritious meals are provided five (5) times a week to all wasted and severely wasted Kinder to Grade Six (6) pupils in all the 28 public elementary schools in Pasig as well as those indigent and belonging to 4Ps families.
- The program also has corollary activities like Tuberculosis in Children Program, Food for School/Rice Distribution Program and the supplementation of high-dose Vitamin A capsules and multivitamins with iron.
- Various nutrition education activities are conducted regularly in all barangays and schools such as film showings; nutrition story-telling sessions; and distribution of nutrition information and communication materials.

4.3.2 Non-Government Organizations

A. General

There are several NGOs that have food donation or similar interventions that promote sustainable consumption and production practices:

B. Rapid Assessment of Implemented programs in selected NGOs

1) Good Food Grocer by Rise Against Hunger (RAH)

- RAH is an international organization focused on envisioning the world without hunger. The Good Food Grocer started its program in the Philippines on May 2018. They operate through partnering with manufacturing companies and storing their donated excess food after undergoing evaluation. The organization also partners with the academic sector and food industry in formulating recipes for the processing of received food. The food bank currently feeds about 150 to 300 children from day care centers in Barangays Ususan and Pinagsama in Taguig City, Metro Manila.

2) Food Rescue ASEAN by Mac Edsel Florendo

- The initiative started in Dumaguete City. Collection of food to be thrown away by vendors then distributed to low income families (and to youth shelter) by volunteers in bicycles. More than 20 kilograms of fruits and vegetables.

3) Kusina ng Kalinga

- A program of Gawad Kalinga (GK), a faith-based organization, Kusina ng Kalinga (KnK) is a campaign to end hunger by caring together. The KnK Model operates on the template of hard work and heart work to put smiles and deliver lunch meals everyday:
- Each Kusina ng Kalinga is scaled to cook up to 5,000 meals a day with parent volunteers serving as the backbone of our daily operations. Its kitchens prepare nutritious, balanced, and delicious lunch meals packed and distributed in colorful lunch boxes.

4) Project PEARLS Feeding Program²⁰

- Project PEARLS, a non-governmental organization, envisions a world where no child at no time, should go hungry. No child should be hungry for nutrition, education, shelter, medical services, and opportunities to achieve their full potential. This organization adopted is operating in the following localities and offering various packages of services.
- HelpingLand, Tondo, Manila, and provide various programs for the children in this community, located in an active waste landfill and where residents make a living out of "pagpag", food recovered by the residents from the wastes dumped by restaurants and other food establishments.
- Studies have shown that breakfast is the most important meal of the day. The general advice from the health experts is to eat a substantial well-balanced breakfast that delivers energy slowly over the course of the morning. Failure to do so has been reported to have a deleterious impact on cognitive performance especially among school-aged children (Spence, 2017).
- However, for children living in extreme poverty, breakfast can be their one (1) and only meal. A meal that can define if they will survive or not. This is a heartbreaking reality that Project PEARLS aims to change. Through their Feeding Programs (Table 4-2), Project PEARLS provides delicious and nutritious meals to children to help decrease the incidence of malnourishment. These breakfast feeding programs are offered seven (7) days a week.

Table 4-2. Features of Project PEARLS Breakfast Feeding Program

Feeding Program	Served at..	Every..	Targeting..	To ensure that..	Requiring a budget of..
Daily Soup Kitchen	Helping Land, Tondo, Manila,	Mondays-Fridays	300 school-aged children	Children do not go to school with empty stomach	PHP 40.00/child
Saturday Feeding Program	Helping Land Bgy Batia, Bocaue, Bulacan	Saturdays once a month	300 school-aged children	Feeding + brain booster activities	PHP 50.00 (including learning materials)
Sunday After School Program	Helping Land	Sundays	300 children	Feeding and tutorial	PHP 50.00 including learning materials

²⁰<https://www.projectpearls.org/programs/feeding/#.XE147lwReCg>

4.3.3 Private Sector

1) Philippine Food Bank Foundation (PFBF)

- Driven by the utmost concern on the current plight of hunger and malnutrition of the underprivileged, the concept of seeking donation of “soon to expire” products from reputable companies for distribution to the marginalized families was born on November 4, 2016.
- On April 5, 2017, the final approval of the Certificate of Registration of the Philippine Food Bank Foundation Inc was secured from the Securities & Exchange Commission (SEC).
- The Foundation has over 129 beneficiaries which covered parts of Metro Manila & provinces of Bulacan, Bataan, Mindoro, Laguna, Tarlac, Bicol, Abra, Apayao, Batangas, Pampanga, Quezon, Marawi, Tagaytay, Angono, Rizal, Cebu, Camarines Sur. Launched in 2010, the PFBF is driving value for our business, our people and our consumers. It’s creating sustainable growth through brands with purpose, cutting business costs, reducing risks and helping us to build trust – to generate long-term value for the multiple stakeholders we serve.

2) Unilever Sustainable Living Plan (USLP)

- USLP is made up of three (3) big goals and commitments across nine pillars, supported by targets that span our social, economic and environmental performance across the value chain. It contains stretching targets, including on how people use Unilever products and how raw materials are sourced out.

5 LEGAL AND ENVIRONMENTAL ASSESSMENT

Several laws and policies related to food availability, accessibility and safety had been promulgated in the Philippines (National Food Coalition, 2015a; National Food Coalition, 2015b; National Food Coalition, 2015c). The underlying aspirations of these legal instruments aim at ensuring food security, safety and sustainability through trade, agriculture and poverty reduction measures.

However, only a handful of laws directly or indirectly identify food donation as a mechanism to address poverty, reduce food waste and manage childhood malnutrition. These legislations also ensure food safety in the process, identify incentives for food donors and protect them from liability, from harm and from food donated in good faith.

5.1 LOCAL LAWS/POLICIES THAT FAVOR THE OPERATION OF A FOOD DONATION PROGRAM

5.1.1 Food Donation Act of 2009 (Republic Act No. 9803, 2009)

The law aims to alleviate national poverty and reduce food waste by encouraging the donation of apparently wholesome food for charitable purposes. The food must comply with all quality and labelling standards imposed by pertinent laws and administrative regulations even though the food may not be readily marketable due to appearance, age, freshness, grade, size, surplus, or other conditions. Food fit to be donated does not include milk products as defined under Executive Order No. 51, the "National Code of Marketing of Breastmilk Substitutes, Breastmilk Supplements and Other Related Products."

SEC. 5. Provides that any person, whether natural or juridical, shall not be subject to civil or criminal liability arising from donating in good faith an apparently wholesome food for charitable purposes. But this excludes an injury or death of an ultimate beneficiary caused by the donated food that results from gross negligence or intentional misconduct.

5.1.2 Masustansyang Pagkain para sa Batang Pilipino Act (Republic Act No. 11037, 2018)

This legislation institutionalizes the national feeding program for undernourished children in public day care, kindergarten and elementary schools to combat hunger and under nutrition among Filipino children. Government agencies are enjoined to implement the law through supplemental feeding program for day care children, school-based feeding program, milk feeding program, micronutrient supplements, gulayan sa paaralan, WASH, among others.

Section 8 of the Act encourages the participation of the private sector, foreign or local, to be a partner in implementing the program, whether in whole or in part.

Sec 10 provides Tax Exemption for any donation or bequest made to the NGAs or LGUs for the Program.

5.1.3 Food Safety Act of 2013 (Republic Act 10611, 2013)

The law provides that the State shall maintain a farm to fork food safety regulatory system to ensure high standards of food safety; promote fair trade; and advance the global competitiveness of Philippine foods and food products. Towards these ends, the government will protect the public from food-borne and water-borne illnesses and unsanitary, unwholesome, misbranded or adulterated foods; improve the confidence of the industry and consumer in the food regulatory system; and promote fair trade practices and sound regulatory foundation for domestic and international trade.

Food donors and food donation program implementers under the law are considered food business operators as they undertake activities related to food at any stage in the food supply chain. As such, they are responsible in ensuring that the food complies with the requirements of food law relevant to their activities in the food supply chain; and, in implementing control system.

Through this Act, the following key agencies are mandated principal responsibilities in ensuring food safety that prevent, eliminate or reduce risks to consumers:

- Department of Agriculture (DA) is responsible for food safety in the primary production and post-harvest stages of food supply chain and foods locally produced or imported under this category.
- Department of Health (DOH) is responsible for the safety of processed and pre-packaged foods, foods locally produced or imported under this category and the conduct of monitoring and epidemiological studies on food borne illnesses.
- Department of Interior and Local Government (DILG), together with DA and DOH enforce the food safety laws and sanitary regulations provided in the Code of Sanitation of the Philippines (Presidential Decree No. 856, 1975).
- LGUs are responsible for food safety in food businesses, including but not limited to, activities in slaughterhouses, dressing plants, fish ports, wet markets, supermarkets, school canteens, restaurants, catering establishments and water refilling stations.

5.1.4 BIR Revenue Regulation No. 12-2018

BIR issued Revenue Regulation No. 12-2018 to consolidate the revenue policies on estate tax and donor's tax as well as the amendments introduced by RA No. 10963, or the TRAIN Law (BIR, 2018).

Section 17 provides that, "gifts in favor of educational, charitable, welfare, religious and cultural corporation, institution, accredited NGOs, trust and research institutions are exempted from donor's tax".

5.2 LOCAL LAWS/POLICIES THAT MAY ENCUMBER THE OPERATION OF A FOOD DONATION PROGRAM

Regulatory policies are put in place to address market failures to protect the public. For instance, asymmetry in information regarding the risk in using a product may cause injury or death because of poor information. To protect the public, regulators require producers/sellers to inform consumers with right and complete information, allowing the consumer to weigh the risks and make informed decision.

In a food donation program, for example, getting tax exemption from the government may require so much documentation rendering the process inconvenient or difficult to comply. Potential donors may then choose to send apparently wholesome food to the landfill rather than donate them because of difficult regulatory procedures. Other regulatory measures that can also impede the implementation of a food donation program include, among others, duplication in regulatory oversight over food safety between the national and local governments unclear requirements and circuitous/prolonged procedures to get a necessary permit to establish a food donation program and stiff penalty on violations that cannot be monitored effectively.

5.3 POLICIES THAT CAN BE LOBBIED AND IMPLEMENTED TO SUPPORT THE FDP

Unlike the FDP, which primary aspiration is for charity and food waste reduction as secondary, the following proposed laws explicitly mandate the food service industry and related businesses to reduce food loss and waste. These include:

5.3.1 HB 8873: Food Waste Reduction Act

Approved in Lower House in February 2019, the proposed Act aims to adopt a system to promote, facilitate and ensure the reduction of food waste through redistribution and recycling. The State shall likewise implement measures to make it mandatory to donate edible food surplus for charitable purposes.

The proposed Act will cover:

- Food Manufacturers: despite any restriction imposed by any existing law and regulation on them. Any donation made by such manufacturers shall constitute an exception to the applicability of restrictions under existing laws and regulations;
- Food Establishments: restaurants, cafes, diners, fast food chains, hotels and supermarkets with at least 500 square meters of selling space; and
- Culinary Schools: which offer culinary, baking and pastry courses with at least 50 students.

5.3.2 SB 357. Zero Food Waste Bill

Aims to require restaurants to donate their excess foods to charities involved in food donation programs, thereby ensuring that hotels and restaurants will not deliberately make food surplus unfit for human consumption.

5.3.3 Comprehensive Policy on Sustainable Consumption and Production

While there are several legislations related to SCP since the start of the millennium, such as the Clean Air Act of 1999, Ecological Solid Waste Management Act of 2000, Clean Water Act of 2004, Biofuels Act of 2006, Renewable Energy Act of 2008 and Climate Change Act of 2009, none gives much emphasis on reducing food losses and food wastes across various stages of food chain from production, processing, distribution and finally consumption.

5.3.4 Philippine Food Donation Guidelines

To serve as a “how-to” reference as well as to clarify various regulatory requirements, e.g., food safety and hygiene; securing tax exemption; and liability with the objective of a view to facilitating the compliance with the requirements by food donors and food banks.

5.3.5 Amending the Food Donation Act of 2009 to make the governance structure more inclusive.

5.4 ENTITIES RESPONSIBLE FOR THE REGULATION OF A FOOD DONATION PROGRAM

A regulation for the Food Donation Program is already in place through RA 9803 and its IRRs prepared by DILG and adopted by DSWD. It is important to note that the regulation covers the ‘operation’ and ‘coordination’ site of FDPs. LGUs are positioned at the forefront of operations and DSWD/PNRC in coordination. LGUs are in a better position to exercise operational and coordinating control on FDPs within its jurisdiction in accordance with the 1991 Local Government Code (LGC). NGAs can support by providing oversight, technical assistance and capacity building.

The Food Safety Act of 2013 (RA 10611) reiterated the regulatory roles of a DA, DOH (through FDA), DILG and LGUs in ensuring food safety depending on the stage of food production and the type of food business operators like:

- **DA:** enforcement of food safety standards and regulations for foods in the primary production and postharvest stages of the food supply chain;
- **DOH:** ensure the safety of all food processing and product packaging activities;
- **DILG:** together with DA and DOH enforce the food safety laws and sanitary regulations provided in the Code of Sanitation of the Philippines (Presidential decree no. 856, 1975); and
- **LGUs:** responsible for the enforcement of the “code on sanitation of the Philippines” (Presidential decree no. 856, December 23, 1975), food safety standards and food safety regulations where food is produced, processed, prepared and or sold in their territorial jurisdiction.

6 SITUATIONAL ANALYSIS OF FDP AND SIMILAR PRACTICES IN METRO MANILA

Data on the FDP value chain as it operates in the program and initiatives of selected LGUs and NGOs in Metro Manila were gathered from interviews. A total of 17 stakeholders were interviewed consisting of eleven LGUs, five (5) NGOs and one (1) NGA, the DSWD (Table 6-1). APPENDIX 3 provides the transcript of all interviews.

The programs studied do not comprise the targeted universe of food donation providers and regulators in the Philippines, in view of the constraints in arranging meetings with the intended respondents based in Manila (see APPENDIX 7).

Likewise, the FDP study operates within a timeframe that could not accommodate all other concerned stakeholders based in other provinces. However, in covering the largest LGUs in Metro Manila and NGOs with established programs, the study aims to provide evidence of existing practices from which an FDP concept model can be derived.

Table 6-1. Interviews Conducted, FDP Study, August 2019

Name	Institution	Interview Schedule
National Government & National Level Organization		
Mylene Lilay	Nutritionist Dietitian III, DSWD Program Management Bureau	July 9, 2019 – 9:30 am
Local Government Units		
Marivic Perlada	Nutritionist Dietitian III of Quezon City	June 25, 2019 – 10:00 am
Derick Leynes	Planning & Research Officer of Quezon City Government of Environmental Protection & Waste Management Department (EPWMD)	June 25, 2019 – 2:00 pm
Marilou Capacilla	Feeding Program Focal Person of Valenzuela City	July 3, 2019 – 11:30 am
Carolene Peñadorendo	City Nutritionist of Valenzuela City	July 3, 2019 – 1:00 pm
Alma Gamad	City Nutritionist of Makati City	July 24, 2019 – 1:00 pm
Marissa Almario	Pasig City Nutritionist Dietitian III	August 14, 2019 – 10:00 am
Romina Perla	Supplementary Feeding Program Focal Person of Feeding Program of Pasig City	August 14, 2019 – 1:10 pm
Mylene Garcia	Social Worker of City Social Welfare and Development of Pasig City	August 14, 2019 – 02:15 pm
Honnielyn C. Fernando, MD, MPH,	Assistant to City Health Office of Marikina	August 16, 2019 – 8:00 am
Dr. Angelito Llabres	Administrator, Marikina City Sports Complex	August 19, 2019 – 3:00 pm
Hon. Mayor Vico Sotto	City Mayor, City Government of Pasig	August 20, 2019 – 9:30 am
NGO Program Manager of Food Donation, CSO and similar endeavor including Advocacy		
Mac Edsel Florendo	Food Rescue ASEAN, Founder	May 31, 2019 – 12:00 nn
Monica Aclan	Operations and Programs Director, Project PEARLS	June 13, 2019, 2::30 pm
Jose Mariano Fleras	Executive Director, Rise Against Hunger	June 24, 2019 - 10:00 am
Ashely Venerable	Communication Manager, Virlanie Foundation	August 14, 2019 – 10:00 am
Vicki Wieneke	President, Kabisig ng Kalahi	August 19, 2019 – 11:30 am

In the analysis that follows, the data is integrated and presented in four (4) parts.

Primarily, the analysis deals with the involvement and initiatives of stakeholders in the operational aspects of the FDP value chain, namely: food recovery and collection/ food donation; safety and inspection; storage; and distribution. In the Philippine case, food preparation was considered an additional component based on the

practices of LGUs and some NSOs which tend to short-cut the process by eliminating the food rescue/ recovery/ donation, and storage components. As will be discussed, this elimination tends to be a response mechanism because of the operating environment and the beneficiaries targeted by the respective programs.

On the second part, the management aspects of the value chain are expounded to show the ways in which operations are organized and sustained.

On the third, insights are drawn on the operational aspects of the food donation value chain in terms of some salient ‘pain points’ and opportunity areas. These insights provide the basis for defining the ‘value-added’ of an FDP to the current situation, in relation to the needs of stakeholders and in both the operational and management side of the value chain. This value-added of the FDP is further developed in terms of a conceptual model.

6.1 PARTICIPATION IN THE FOOD VALUE CHAIN

6.1.1 Food Rescue and Recovery

In general, there are two (2) modalities by which food rescue/ recovery takes place among the stakeholders interviewed. One is for perishables, mainly raw vegetables and fruits and cooked food, and the other is for semi- or non-perishables that largely come in processed or manufactured form (Table 6-2). The succeeding discussion first clarifies the participation of LGUs and NGO/ private sector stakeholders, the nature of beneficiaries, as well as the types of food involved, the challenges in handling perishables as a food category, and the enabling conditions behind food rescue/ recovery operations.

Table 6-2. Food Rescue and Recovery, FDP Study, August 2019

Particulars	Perishables	Semi- to Non-Perishables	Type of Food
LGU	No info	Pasig, Marikina	Near-expiry food Canned goods, rice, noodles etc.
NGO/ private sector	Food Rescue Phil	Virlanie Foundation Inc. (VFI) RAH Century Tuna ^{a/}	Diverse products Raw perishables Baked products Canned good rejects

Source: May-August 2019 KIIs

^{a/} Century Tuna information is considered secondhand or relayed by a primary source (Pasig City Supplementary Feeding Focal Person)

On one hand, the non-government sector consisting of foundations and private corporations assume the active role of food rescuers and donors. This group tends to adopt certain values for what they do. Food Rescue Philippines (FRP) invokes Filipino values around food when describing its vocation around food rescue and recovery. These values revolve around self-regulation (‘dapat ubusin...ang pagkain’); sharing with others (‘ibigay sa iba ang pagkain’) and compassion especially for the hungry; and the respect for farmers as food producers (Interview with Food Rescue Philippines, 31 May 2019).

RAH and its advocacy against hunger rests on helping ensure food security and preventing food wastage. Meanwhile, the food recovery efforts of the VFI aims to address child malnutrition. Notably, Century Tuna conducts food donations as part of its Corporate Social Responsibility (CSR) program.

On the other hand, a handful of LGUs like Pasig and Marikina participate in food donation programs but only as recipients. This means that food donation programs are not systemic programs built into the regular functions of the LGU. For instance, the Pasig City Social Welfare and Development (CSWD) donates food products once received from company sponsors, which only happens occasionally. The same for the Marikina LGU when it receives and distributes food donations before and after typhoon events. Of the two, Marikina LGU is into wide-scale food preparation but only during disaster events. It also maintains a food stock equivalent to one (1) meal for its constituents to cover any disaster event in the scale of Ondoy. Pasig is including the canned goods donated by Century Tuna in its feeding programs and cooking demos although not in a regular basis.

The beneficiaries of food rescue and recovery programs range from those who are targeted or pre-determined, and dispersed or ad-hoc. Century Tuna and VFI have targeted beneficiaries. The former has Brgy. Pinagbuhatan

which is the host barangay of its canning operations and happens to be one of the poorest barangays in Pasig. VFI is operating eight (8) shelters for children aged zero to eight (0-8) years. FRP is delivering food to either shelters or local churches upon request while the RAH – through its food bank, the Good Food Grocer (GFG) – accommodates the requests of partner LGUs and NGOs. The Pasig CSWD provides donated food to the nearest church that operates soup kitchens while the Marikina LGU services its first responders and the constituents affected by typhoons.

As to the food involved, the most diverse is handled by RAH because of it operates a food bank. As reported, its food bank accommodates 'canned/processed food, mislabeled food items, frozen and refrigerated goods, discontinued products, ingredients and raw materials, promotional items, production overruns, seasonal items, canned goods with dents, private label products, off-specification products, prepared and perishable products, salvaged cooking oils and kitchen equipment' (Interview with Rise Against Hunger, 24 June 2019). Both FRP and VFI handle baked products although the former additionally rescues raw perishables and the latter canned goods. Century Tuna mainly donates canned good rejects that did not pass its quality control standards. The Pasig CSWD receives near-expiry food products from multinational corporations while the Marikina LGU handles donations from various sources including NGOs. For disaster management purposes, the latter had set preferences for food donations with long shelf life like high-protein crackers and canned goods.

6.1.2 Food Safety

In general, food safety is a critical part of the value chain although as reported, actual practices range from the setting of formal food safety guidelines (RAH) to the adoption of basic rules around aspects that could be controlled like the manual and visual inspection of food products as well as the dress, grooming and hygiene of food handlers. Formal certification in food handling and safety had been completed by FRP. Controls are also in place on pick-up times and the handling of food in transit. For LGUs handling food donations like Pasig and Marikina, no defined safety measures had been reported except for the immediate distribution of cooked food and other semi-perishables like bread.

The handling of perishables suggest that it is indeed a special concern to the design of an FDP, especially in food rescue and recovery. Of the four (4) in the NGO/ private sector category, for instance, only FRP has experience in handling perishables like raw vegetables and fruits in a sustainable manner although there is a caveat to this. FRP deploys a 'pick up-and-deliver' system in recovering edible parts of vegetables and fruits from public markets like in Balintawak, Quezon City and in Dumaguete. The collector does the hauling, at an estimated 8-10 kilos per person, and provides transport for delivery, usually bikes. The service does not include sorting which is done by beneficiaries.

The system has been applied for baked products, with Wild Flour as a regular client, but it cannot accommodate other perishables like meat, dairy and frozen food. It also requires fast delivery time thus the system runs more efficiently in suburban areas like Dumaguete where delivery is not significantly hampered by traffic. Adopting the system over large distances in large metropolitan areas like Metro Manila is considered a challenge as delivery is reported to take two to three (2-3) hours. The difficulties in managing perishables had been encountered by VFI which used to recover and deliver cooked food from a catering company.

Due to incidence of spoilage, the service has been discontinued. Like FRP, VFI retained its food rescue activities mainly for baked products from a different source, Bread Talk.

6.1.3 Food Storage

Food storage has been reported only by RAH and the Marikina LGU but for different purposes. Among those into food rescue and recovery, the former has a warehouse to accommodate a wide range of food products while the latter maintains food stocks for disaster preparedness. For the others that work mainly on perishables and semi-perishables like FRP and VFI, immediate distribution is found necessary to avoid spoilage. In the value chain of food rescue and recovery, distribution which starts from sorting, repacking to delivery appears to be the most labor-intensive. This component relies largely on volunteers.

VFI mobilizes about 25 volunteers for centralized sorting and delivery while RAH outsources packaging activities to companies under their employee volunteerism programs. To save on transport costs, some of its distribution work is also opened to volunteers or partner NGOs. Pick-up is another distribution option offered to volunteers or beneficiaries.

Based on the experiences of concerned stakeholders, there are several conditions that make food rescue and recovery operations doable and socially acceptable.

The most important is the reliable stream of donors which are the lifeblood of some like RAH and FRP. This dependence on donors though has a downside especially if the replenishment of food stocks is affected. The RAH reported, for instance, that its food banks operate mainly when there is donated food (Interviews with Rise Against Hunger, 24 June 2019 and 19 August 2019).

The second is the affordability of transport costs, as seen in simple bike deliveries used by FRP in its food rescue work in Dumaguete.

Third, the presence of storage areas is also a plus factor reported by the Marikina LGU which can accommodate donations of food stocks.

Fourth, as long as there are beneficiaries at the receiving end. In particular, the poor and underprivileged - 'nasa laylayan' – and some groups institutionalized in shelters and jails who are deemed not particular about the food served to them - 'hindi maselan' (Interviews with Quezon City and Pasig LGUs, 25 June and 14 August 2019).

The last enabling factor is the leveraging of food rescue and recovery to a wider advocacy as exemplified by VFI which integrates its activities with its health and community or 'street'-based initiatives. In this manner, the food component is sustained by available donor funds and its pool of local and foreign volunteers.

6.1.4 Food Preparation

Food preparation pertains to feeding programs ran on a regular basis mainly by government, and at a certain scale, NGOs and the private sector. Similar to food rescue and recovery, food preparation is a starting point in providing food to targeted groups using a systematic approach and ingrained with certain values and objectives. Food preparation, however, entails the immediate cooking and disposal of food products and does away with the food rescue and recovery and storage components. The study was able to cover the feeding programs of five (5) cities, namely Makati, Marikina, Pasig, Quezon City, and Valenzuela; two (2) NGOs, Project Pearls (PP) in Intramuros, Manila; and the Kabisig ng Kalahi Inc. (KKI) (Table 6-3). KKI holds a special role in coordination and facilitating private sector assistance in government feeding programs. The ensuing discussion gathers some important aspects of food preparation and its value chain.

Table 6-3. Food Preparation, FDP Study, August 2019

Particulars	DSWD Feeding Programs	Non-Govt Sponsored Feeding	Support Services
LGU	Makati, Marikina, Pasig, Valenzuela, Quezon City	Corporate events Church-based programs	Health programs (DOH) Advisory/ technical services (FNRI)
NGO/ Private sector	Kabisig ng Kalahi Inc.	Project Pearls	Networking & Facilitation - Kabisig ng Kalahi Inc.

Source: May-Aug 2019 KIIs

Feeding programs in the Philippines can be likened to food pantries and community meal programs in developed countries (Rowland, et al., 2018) that provide free food to the underprivileged. Its key objective is food augmentation although this has not stopped its government proponents to pursue feeding programs in a structured and sustained manner.

In the case of national feeding programs in the Philippines, the targets are day care centers, specifically children of certain age groups, including pregnant mothers, with nutritional deficiencies. In some areas like Quezon City, these feeding programs also cater to indigents, the elderly and bedridden patients in government hospitals. The

national government manages the program through the DSWD. Its implementation is decentralized at the municipal or city level, with procurement and monitoring conducted by its regional offices. The feeding programs adopt a 20 to 25-day meal plan developed by the FNRI to meet certain standards in health and nutrition.

The standard cost of a meal is about Php15 to Php18 per child although this can be augmented, as done in Pasig City where a top-up of Php18 per child had been allocated to add milk and fruits to the diet. In some areas, feeding is complemented by programs of the DOH like vitamin supplementation and deworming. These feeding programs are either school or community-based and normally activate neighborhood or parent volunteers. Feeding activities, however, operate on a regular but cyclical basis, mostly coinciding with the school term or pre-defined periods (e.g., 90-120 or 1000 days). The KKI is currently working with DSWD in its 120-day feeding programs; the profiling of beneficiaries and baselining of health and nutrition status; the design of inexpensive meals in collaboration with FNRI; and the education of beneficiaries.

To avoid being tagged as “dole-out” programs, the feeding programs are combined with livelihood, skilling-up programs related to cooking, child and home care, and environmental programs like urban farming. (Interview with DSWD-Program Management Bureau, 9 August 2019).

The participation of parents is being consistently promoted in these support activities. Of the five (5) cities studied, only Marikina has the capacity to mobilize large-scale and networked food preparation activities, a key learning gathered from its debilitating experience with typhoon Ondoy.

The feeding program of Project Pearls (PP) is similar to the government's but with limited reach. It is mainly community-based, operating in Ulingan, Tondo. This feeding program became the entry point for education that has become its core advocacy not only in Metro Manila but also in its satellite offices in Bulacan and Zamboanga Sibugay. Nevertheless, its community feeding program is a regular activity done weekly up until weekends.

In contrast with the government, its feeding program is open for all on a first-come, first-served basis thus exemplifying a blanket type feeding model. While majority of its beneficiaries are children, some adults include parents and abandoned elderly. PP is able to sustain its feeding program through the in-kind donations like rice, bread and noodles, as well as individual or corporate sponsorships. Its meal budget is much higher than government feeding programs at Php50 per beneficiary. The NGO accepts donations from partner institutions which also includes Century Tuna, or as a recipient of near-expiry food donations which it either cooks or donates immediately to the community. The feeding program of PP roughly depicts how a feeding program can connect with food rescue and recovery.

Food preparation tends to be labor-intensive in almost all stages of the value-chain. In the feeding programs of all five (5) cities, labor is contributed by government employees, contractors, and volunteers from helped communities or the general public. In PP, volunteers from outside are also augmented by community members. Other than labor intensive, feeding programs tend to be integrated or networked with the communities, all the way from preparation to distribution. Valenzuela City is the only city with a dedicated and government-run kitchen that prepares food for all its 84 day care centers and is operational for six (6) days a week. In the other cities like Pasig, food preparation is networked in specific community centers with its own kitchen and share of volunteers.

Safety is a critical aspect in food preparation with basic rules in food handling and for food handlers supplemented by additional measures to safeguard food quality at source, kitchen operations, and distribution. Delivery time is a key factor in ensuring food safety as such measures are being adopted to minimize or reduce distribution costs to zero (0). Meals are prepared from pre-packed ingredients, supplemented by market purchases done directly by the LGU. It is for safety reasons that CSWD officials are not amenable to using rescued food especially in terms of freshness and the risks of food poisoning. Kitchen operations are also imposed by certain behavioral protocols (e.g., no talking while cooking). Regular sanitary inspection is also conducted on the premises.

The onsite preparation of food in some day care and community centers in Pasig and Quezon City is meant to ensure food safety by cutting on delivery time. In Valenzuela City, the distribution team handles seven to eight (7-8) routes daily, with each route covering ten to fifteen (10-15) barangays. The distribution routes had been coordinated to reach day care centers at the shortest time possible, and, in some cases, allow cross-deliveries to day care centers where food shortages are anticipated. As a food safety protocol, PP handles all cooking and other forms of food preparations, and does not accept cooked food as a donation. Like their counterparts in food rescue and recovery, there are CSWD officials with formal training on food safety but they are only few and spent

for their training without financial assistance from the LGU. It has not been established whether PP staff have undergone formal safety training.

Food preparation or feeding programs are sustained because of the government mandate to address malnutrition, including the steady supply of government subsidies; donor funding; and private sector partners to DSWD and its partner agencies. For the NGO/ private sector, feeding programs are the ground for philanthropic work from which PP has been able to branch off while KKI has diversified to various forms of collaboration with DSWD. Meanwhile, scale economies are also being enjoyed by LGUs like Valenzuela City which can leverage its own self-service feeding program on a relatively small target population compared to those of Pasig City and Quezon City.

Pasig City is able to pursue feeding programs under networked arrangements in its barangays and with other non-government partners. Some of these feeding programs are able to reach children not belonging to day care centers (Interview with Pasig Nutrition Dietitian III, 14 August 2019). In contrast, Quezon City is hard-pressed to replicate these efforts because of a very large constituency.

Finally, feeding programs as they operated in Metro Manila convey the effectiveness of coordinated efforts of LGUs, private sector and NGOs. The systems in each stakeholder may be imperfect in some aspects like food safety but as a whole, the compact and integrated operations of feeding programs are able to deliver, for instance, on the annual targets set by DSWD given their track record.

Compared to food rescue and recovery, feeding programs are more flexible in going beyond the DSWD model of servicing day care centers only, particularly under programs initiated with NGOs and the private sector. The work of KKI and PP as well as similar NGOs and church-based organizations is able to expand the possibilities for LGUs.

6.2 MANAGEMENT ASPECTS

The FDP value chain food rescue/ recovery and food preparation as presented in the foregoing are similar in their development values and objectives but diverge on the extent of their participation in the ensuing components of the value chain from safety, storage to distribution. It could be observed that purely food rescue and recovery programs operated by FRP and VFI have the shortest, jumping from collection and basic safety testing to immediate distribution.

The work of RAH which expanded rescue and recovery mainly on semi and non-perishables to even non-food items is an example of the scaled approach of foodbanks that have a prominent warehousing component and various modes of distribution. Food preparation as exemplified by LGU and NGO feeding programs is more compact and integrated with distinct safety and distribution aspects. It deals mainly with perishables but the organization behind feeding programs is more structured and labor-intensive. It has more flexibility in adopting zero-distribution costs or sophisticated distribution systems depending on the location of beneficiaries and possibilities for scale. These differences imply that the management of the value chain underlies its continuity and significance. An understanding of these management aspects is discussed in this section in terms of five aspects common among the LGU and NGO stakeholders studied; namely, legitimacy, structure and organization, education and information, funding and complementarity.

6.2.1 Legitimacy

The food programs implemented by all stakeholders were grounded on firm mandates.

For LGUs, these stemmed from national laws and policies on health and nutrition, particularly cited of which are the Kalusugan ng Mag-Nanay Act and the Masustansiyang Pagkain para sa Batang Pilipino Act. Being national programs, the feeding programs administered by DSWD have social and political acceptability and are ably sustained by budget appropriations and government funding. These laws likewise recognize the importance of partnerships with NGOs and the private sector, which have provided openings for collaboration and innovation with LGUs outside of DSWD programs.

Disaster preparedness and resiliency is a new mandate borne out of the unique experience of Marikina around flooding where food emerged not only as a critical need but also as a critical resource that the LGU decided to control more systematically. NGOs and the private sector, meanwhile, pursue their own food programs based on

advocacy and corporate social responsibility principles. Like national laws, these company principles help legitimize food as an advocacy and justify the allocation of resources and people to sustain it.

6.2.2 Structure and Organization

The organization is quite distinct, with LGU feeding programs more hierarchical but decentralized. National and regional offices of DSWD govern overall administration, procurement and monitoring but the actual implementation is downloaded wholly to local governments, specifically involving the CSWD and Nutrition offices.

As practiced in Valenzuela and the other four cities, food preparation can be city-administered (Valenzuela) or downloaded further at the barangays or community centers close to the target groups. The reliance on volunteers – from parents, community members to women’s organizations – as well as contractors and employees make feeding programs the most labor-intensive. The hierarchical structure mirrored at the LGU level has the tendency to isolate local chief executives (LCE) from the actual workings of the program, especially if food is not on their development agenda.

In contrast, NGO food programs are flatter in structure and more horizontally aligned, whether with international or national networks (VFI, FRP, KKI), satellite offices (PP), or franchises (RAH). Based on the interviews, the top management staff of these NGOs are involved and knowledgeable of the whole chain of operations and are interacting directly with suppliers, volunteers and beneficiaries. The space for creativity and the openness to exploring opportunities tends to be rich and well-informed based on the interviews with two NGO chief executives (Interview with Rise Against Hunger, 19 August 2019; Interview with Kabisig ng Kalahi Inc., 19 August 2019).

6.2.3 Education and Information

LGUs have a more cohesive messaging on its feeding programs and are able to integrate these with programs on responsible parenthood, health, livelihood and environmental sustainability. Conventional forms of print and broadcast media are normally used. For the NGO sector, a development perspective on food as an advocacy has yet to be fully articulated especially in grounding how critical food rescue and recovery is to food security problems in the Philippines, in general, and in urban areas in particular where most NGOs operate. Based on the interviews with RFP and PP, the NGOs are able to utilize social media as a platform for expanding its advocacy. Its messaging, however, has yet to reach the developmental approach accorded to feeding programs by NGAs.

6.2.4 Funding

Both LGUs and NGOs are able to raise funds and in-kind donations for their programs aside from their operating budgets and budget appropriations. The more stable, however, is the former, as helped by supporting national laws and awards that have raised the reputational capital of these programs. NGOs, meanwhile, rely on external support like the ASEAN and EU networks of FRP and VFI, respectively, notwithstanding a pool of donors. It should be noted though that for feeding programs, the government budget is much lower than the NGOs’ because of its larger target group and its widespread implementation.

6.2.5 Complementarity

Food programs of LGUs and NGOs are leveraged against partnerships, networks, and even the power of social media for such purposes as sharing resources and risks, raising awareness, as well as attracting volunteers, new funds, and opportunities. FRP, VFI and RAH are using established international organizations and national advocacy groups in strengthening its presence and operations. The private sector is tapped through CSR programs by the ways in which Century Tuna is formally engaged by PP and the Pasig LGU. Meanwhile the work of KKI in DSWD has exhibited how networks of corporate donors, both domestic and abroad, can broaden the base of financing and support for feeding programs.

6.3 PAIN POINTS AND OPPORTUNITY AREAS

The FDP envisioned by WWF would have to be positioned in terms of its ‘value-added’ to the current state of food programs described in the first two (2) parts of this section. A systematic way of determining this value is to identify the “pain points” and “opportunity areas” in the operational and management aspects of the existing value chain.

6.3.1 Pain Points

A primary constraint revolves largely around the lack of control on the quality and supply of food that enters the system. The key constraint with quality is on the nutrient value of food that is made available, whether raw, cooked or processed. The general aversion against fast food and unserved food from catering or restaurants is that these are unhealthy and may not be fresh for human consumption up to a point, respectively. Also, LGUs are wary of the risks in using rescued vegetables and fruits in feeding programs especially for children.

Other than quality, volume is dependent on donations and manual effort such that shortages and oversupply are common in the system. For instance, RAH operates only on the scale of donations received and had an empty store in one field visit at its GFG outlet in Taguig. The food rescued by FRP is dependent on available volunteers and is partly constrained by distribution costs. Marikina reported difficulties in regulating and disposing bulk donations of bread and noodles during typhoon Ondoy.

As for targeting, a pain point is its selectivity. The current targeting of beneficiaries is based on national policy, the area of jurisdiction or legitimate influence, i.e., host communities of CSR programs. In some cases, practicality governs as in some, the ease of distribution is considered first. The unserved population in closed institutions like prisons, charities, and homes for the aged remains untapped. Likewise, the current focus on vulnerable groups like children and pregnant mothers does not address the problem of adult malnutrition which is also prevalent in the country (Briones, Antonio, Habito, Porio, & Songco, 2017, p 26). Also, the concept of opening up community meals to the public has not been explored, mainly due to negative perceptions on recycling leftover and rescued food.

Meanwhile, some issues around beneficiary participation convey problems with social acceptability. The difficulties of gathering families to join feeding programs has been reported in Pasig City and Quezon City. "Dry rationing" which refers to the handing out of "dry" products like rice or powdered milk is often resorted to, instead of 'wet rationing' or the serving of fresh meals based on a meal plan (Interview with Quezon City Nutritionist Dietitian III, 25 June 2019).

The "values" in urban areas and of mothers tend to be blamed for the low turnouts of beneficiaries (see also interviews with Pasig LGU, 14 August 2019). It should be noted that beneficiary participation in food donation programs is not automatic because of the social stigma attached to it. Shame is experienced in being made to feel inferior or incapacitated to provide food for one's family (Rowland, et al., 2018). It has been found that it is more common for Filipinos to ask for food from neighbors and close relatives rather than from institutions like the nearest government office or NGO (Briones, Antonio, Habito, Porio, & Songco, 2017).

Restrictive attitudes, not merely "values", are borne out by the social context in which food donation programs take place. It should also be noted that as the current system targets stay-at-home mothers, those who are working are technically left out from receiving assistance.

One other aspect related to participation is that of some companies going into food donations for tokenistic purposes, such as promoting themselves ("photo-op"). As reported, disasters are getting used as venues for promoting company brands and getting media attention. (Interview with Marikina LGU, 14 August 2019). This approach tends to reinforce the one-off and wayside treatment of food, rather than reinforce the development values accorded to it. The development potential of food is downplayed against persisting problems with malnutrition, hunger, unhealthy food choices, and inequitable distribution, to name a few. In the process, the ways in which the private sector can contribute to the cause is not given importance.

For food safety, the major pain point revolves around the lack of training and the building up of expertise as a salient part of the value chain. Formal training on food safety is acquired through personal means in the absence of government subsidies or financial support. A few of those in the CSWD and nutrition offices underwent training by spending for it. Among the NGOs, the head of FRP obtained certification from FoodSHAP. Food safety training does not appear to be mandatory under the present set-up thus there are only a handful of dedicated and trained staff on food safety. Current safety practices revolve around the work of sanitary inspectors but their focus is more on inspecting establishments and their compliance to sanitation codes like waste management (Interview with Quezon City EPWMD Planning and Research Officer, 25 June 2019). The focus is different from food safety.

Storage entails considerable capital and O&M costs and has been resorted to by those receiving bulk donations like RAH, VFI, PP and the Marikina LGU. The labor costs in distribution is being fairly managed by getting

volunteers although traffic in Metro Manila is an aggravating factor that has limited rescue operations of raw food. Distribution costs, however, still determine the ad-hoc approach of some food donation programs which cater to the nearest or most accessible.

Another major concern in managing the value-chain deals with its disjointed and compartmentalized nature where stakeholders do it on their own, each one pursuing dedicated agendas.

For one, the ownership and championing of feeding programs varies in degree among the LGUs studied. It is strong in Valenzuela City and Pasig City because of the reputational capital earned through the years. The structure and opportunity to serve a large captive market has not been capitalized yet in Quezon City and Makati City. Under new leadership, Pasig City still invokes a cautious and measured approach to possible innovations in their food programs.

Secondly, facilitative and integrated approaches is not fostered in a system that is largely place-based, limited by the current transport system, among others. At present, only KKI is known to facilitate collaboration and resourcing across sectors. Technology and social media have not been explored as a platform for cross-learning, cross-pollination and in expanding the service population.

Finally, the system may be needs-based based on higher-level objectives, i.e., addressing hunger, malnutrition and food security issues but implementation is still budget-driven. This way, not only is targeting selective. The methods for measuring and monitoring impact are program-focused and could not be consolidated to arrive at definitive evidence of how the system as a whole meets its objectives.

Altogether, these constraints add costs for those participating in the supply chain. It provides cause as well for reconsidering whether food recovery and rescue are affordable and accessible options to those who need it compared to just buying food directly from stores and service providers. This means that food rescue, recovery and donations could not be treated as stand-alone activities and needs to be rationalized as part of a supply chain that is connected to certain markets and managed by a distinct organization.

6.3.2 Opportunity Areas

The current situation and the pain points identified suggests several areas where change can be injected in terms of areas of opportunity. In general, these opportunities congregate around the following:

- 1) Setting-up of linkages in a currently disjointed system. At present, the disjoints that would have to be rationalized are:
 - a) Finding ways to link food rescue/ recovery and food preparation, or whether to focus on both;
 - b) Setting up a working supply chain from food rescue/recovery and/or food preparation to food safety, storage and distribution; and
 - c) Clarifying the target population and their specific needs with the food type (perishables and semi-/ non-perishables).
- 2) Mainstreaming guidelines and protocols; sharing good practices on food safety and quality assurance across all players; exploring sharing arrangements on mobile resources like volunteers; and tapping third-party service providers on capital-intensive components like storage and distribution.
- 3) Defining an integrating mechanism in terms of an organization or a coordinating center that could rationalize the objectives, focus and priority of operations (food rescue/recovery or food preparation; which LGU or NGO to leverage with, etc.) and would be responsible for pooling of capital and resources; engaging fellow stakeholders in developing a program for cross-integration and learning; and taking on administrative functions.
- 4) Messaging and distinctive nature of the FDP with respect to food security; emerging issues like disaster preparedness, and the constraints to beneficiary participation. Food security have yet to be carefully articulated especially as food remains to be a problem of equity or differential access of various groups and not just availability. Meanwhile, the promotion of "food for the hungry" is also evolving into food requirements related to disaster vulnerability is setting in given climate change. Of the five (5) LGUs

covered in this study, only the Marikina LGU has a food program under disaster preparedness. Also, it is important to address issues of shame and marginality attached to food donation programs in its tendency to exclude. Likewise, the conditions behind exclusion may have to be investigated further to assess whether these intersect with other dimensions like gender, religion, ethnicity, and geography.

7 CONCEPTUAL FRAMEWORK

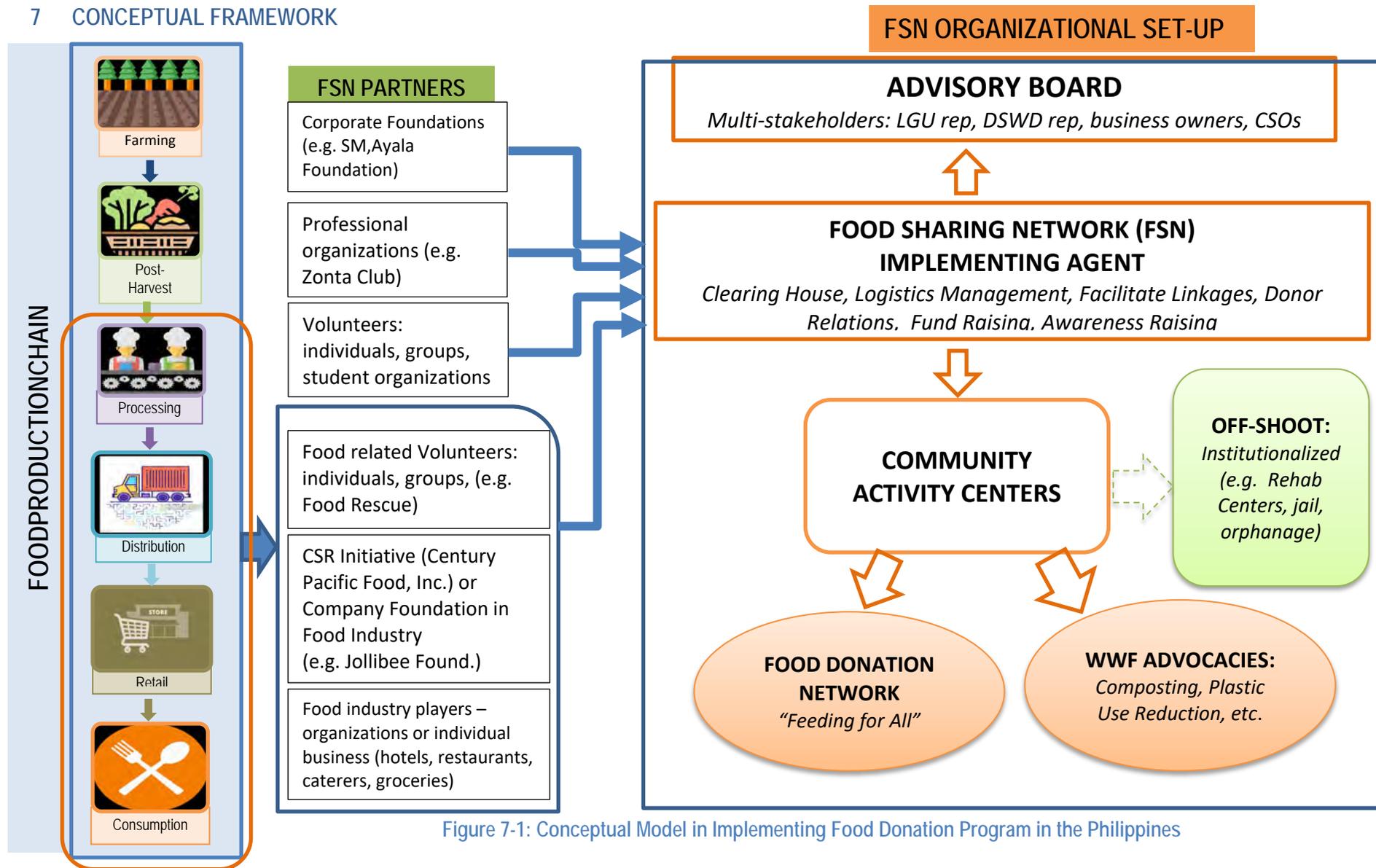


Figure 7-1: Conceptual Model in Implementing Food Donation Program in the Philippines

Figure 7-1 illustrates the conceptual model of implementing a food donation program in the country. The underlying principles in developing this model include:

- 1) Convergence of current efforts to implement the program (CSO initiatives with government programs);
- 2) Leveraging linkages with committed partners in reaching all hungry individuals/families and in reducing food wastes through food recovery and food rescue, and
- 3) Breaking barriers by changing attitude towards donated food by highlighting the Filipino values of sharing and not wasting food.

Thus, it is more culturally apt to call the program Food Sharing Network (FSN).

7.1 KEY ELEMENTS OF FOOD SHARING NETWORK MODEL

7.1.1 Target Food

For the purposes of this project, the food wastes targeted for donation or food sharing will only come from processing stage to consumption stage in the food production chain. Thus, the type of food that will initially be considered in the FSN are processed, e.g., canned food – from food manufacturers and retailers – and fresh fruits, vegetables and pastries that have not been served – from wet markets, hotels, bakeshops and restaurants.

7.1.2 FSN Partners

FSN partners may or may not come from the food industry. They may already be engaged in feeding or food donation programs. These include:

- 1) Individuals donating their time, e.g., collect/deliver donated food; and talent in developing an application to track the delivery and distribution of donated food or infographics to increase awareness of FSN in contributing to food security and climate change mitigation;
- 2) Groups, e.g., Zonta International providing warehouse for donated food, student organizations organizing food drives or food rescue; and
- 3) Corporate entities, e.g., Century Pacific Food, Inc. donating century tuna products.

Volunteers may be individuals or groups. They may be paid, including sweat equity for beneficiaries, or not.

7.1.3 The Implementing Agent

The implementing agent (IA) will serve as the hub of FSN, consisting of FSN partners/donors, volunteers, beneficiaries and decision-makers. The FSN IA will manage the program including the following activities: serving as the clearing house for donated food; managing the logistics to ensure food safety, proper storage and timely distribution; facilitating linkages and donor relations; conducting fund raising drives; overseeing awareness raising activities; and providing feedback to the FSN Advisory Board.

It is recommended that the FSN IA is a Civil Society Organization (CSO) with several years of experience in organizing food donation program or feeding programs with collateral programs, e.g., livelihood programs, skills training, values formation); has established long-term partnerships with corporations and/or other CSOs; and ideally, has demonstrated knowledge of government programs related to food donation/feeding programs; and familiarity with Food Donation Act and other related policies.

7.1.4 Multisectoral Advisory Board

A multisectoral Advisory Board²¹ consisting of national agency representatives, e.g., DSWD, DepEd, DILG, LGU Chief Executive, representatives from business and CSOs, will provide guidance on the over-all direction and strategy for the Food Donation Network.

²¹ This can be created through an Executive Order signed by a Mayor where the FDN will be initially implemented.

7.1.5 Community Activity Centers

The Community Activity Centers (CAC), designed by DSWD and implemented by LGUs in various forms, will become the center of FSN program. This is where all hungry are fed and the FSN collateral programs are taught and show-cased (e.g. composting, plastic use reduction, etc.). Other government/corporate partner programs like livelihood programs, skills training, values formation may also be taught in these centers. The implementation of FSN in a CAC can be documented, standardized and replicated in any institutionalized population like jails, rehabilitation centers and orphanages.

The conceptual model for food donation proposed in this study revolves around the concept of “food sharing”. The push for a food-sharing initiative instead of the food donation program originally pursued rests around several key findings namely:

- 1) The biased notion of donated food as excess, reused and “waste” and are not fit for human consumption.
- 2) The resistance of government agencies to patronize and incorporate food recovery and collection drives in existing feeding programs; and
- 3) The importance of socializing Filipino values into food programs in the country in ways that tap into its culture of sharing and community around food.

The original Food Donation Network (FDN) program is therefore renamed as the Food Sharing Network (FSN) program. The “food sharing” concept proposed herein rests, primarily, on a food pooling and classification system where fresh or processed food can be organized and shared according to the demands of long-running nutrition programs as a core or supplementary food source, i.e., LGU feeding programs and the need of a target clientele, e.g., community or new institutional customers.

Food sharing can also be scaled up in times of disaster events or national emergency situations, i.e., linking with food security, disaster preparedness, etc. In the entire food production process, of interest would be food generated out of post-harvest operations that is processed or fresh food that is fit for distribution, retail and consumption. The type of food that will initially be considered are processed, e.g., canned food from food manufacturers and retailers and fresh fruits, vegetables and pastries that have not been served from wet markets, hotels, bakeshops and restaurants.

More importantly, the concept will be anchored on Filipino values around sharing – “pagbabahagi” - such as inclusiveness, generosity, creativity, community spirit and service. It particularly grounds on the community or neighborhood concept of food sharing where Filipinos partake of food as family and as equals, with food as source and at the center of conversation, stories and ideas. This grounding of food sharing on Filipino values sits well with the practice of corporate citizenship which also rests on the “good neighbour” principle of business aligning with local interests and appreciation around food. It can help “Filipinize” the practice of corporate social responsibility by inculcating a Filipino identity to helping and making a difference through food.

The organization of the Food Sharing Network envisioned for support by WWF addresses some deficiencies observed in existing practices and programs around food donation in the Philippines. One is about the compartmentalization of the industry, where participants pursue their own respective objectives and programs which are effective in themselves.

However, participation is confined to only where they are effective in the food value chain, e.g., food rescue and food preparation. Other salient aspects in the chain such as food safety, storage and distribution are not optimized in terms of opportunities for leveraging resources and facilities, transferring knowledge or co-developing support technology such as food sharing food app.

Another deficiency is the absence of a working food supply chain. Currently, the operations of food rescue facilities and food banks are dependent on the supply of donations and the types of food and non-food products made sourced from donors. There are no mechanisms to sustain the sourcing, availability and provision of food on a flowing and regular basis.

7.2 CHARACTERISTICS OF THE FSN

With the foregoing, the structure and participation in the FSN network is proposed to assume these aspects.

7.2.1 Open and systematic participation of stakeholders

Open participation pertains to opening the network membership to those who may or may not come from the food industry, from individuals, groups, communities, government and corporate sponsors and donors. These may range from LGUs and NGOs sponsoring feeding programs; operating food banks; or specializing in food recovery. Membership is open to individuals who choose to volunteer their time, talent or advocacy – collecting or delivering food, developing an app to track food delivery and distribution or infographics to increase awareness on food sharing – or those who are part of organizations and companies with member and employee volunteerism programs.

Systematic participation is more organized and coordinated with internal systems and processes. On one hand, these pertain to entities that can contribute to professionalizing and/ or scaling up the food value chain in the aspects of mainstreaming food safety (e.g., RAH and their food safety guidelines, FoodSHAP, providing warehousing and cold storage facilities (e.g., Zonta International), and/ or improving transportation and distribution capacities (e.g., using third-party service providers like Grab, Angkas). On the other hand, there are corporate donors and sponsors, grocery chains as well as organizations in the country's hotel and food industry which could set up allocations to the food sharing scheme on a reliable basis. These could be part of CSR efforts or as part of their operations to manage inventory and disposal costs.

7.2.2 Proof-of-concept demonstration using CACs

Designed by DSWD and operated and maintained by LGUs in various parts of Metro Manila and other areas in the Philippines, CACs would serve as demonstration areas of food sharing schemes and related initiatives. Located in communities, the CACs would host feeding programs and collateral programs that would showcase and impart programs strategically linked to food like health, nutrition and environmental management, e.g., composting; plastic use reduction; child-mother nutrition; and health and wellness). The CACs could also function as demonstration sites for government/corporate partnership programs like livelihood programs; skills training; and values formation. FSN operations in a CAC can provide the learning ground for further scaling up in similar CACs and/ or through replication for institutionalized customers like jails, rehabilitation centers and orphanages.

7.2.3 Network management

FSN will be managed by the implementing agent (IA), which will serve critical functions, namely:

1. As the coordinator and secretariat of the food sharing network, which consists of donors, volunteers, beneficiaries and decision-makers.
2. As the clearing house for donated food and managing logistics to ensure food safety, proper storage and timely distribution.
3. Facilitates linkages and donor relations.
4. Conducts fund raising drives.
5. Oversees awareness raising activities; and
6. Provides administrative functions including reporting to the FSN Advisory Board.

Ideally, the IA is a CSO with several years of experience in organizing food donation program or feeding programs with collateral programs (e.g. livelihood programs, skills training, values formation); has established long-term partnerships with corporations and/or other CSOs; and has demonstrated knowledge of government programs related to food donation/feeding programs; and familiarity with Food Donation Act and other related policies.

7.2.4 Multi-stakeholder policy guidance and oversight

The Multisectoral Advisory Board (MAB) consisting of national agency representatives, e.g., WWF, DSWD, DepEd, DILG, LCEs, representatives from business and CSOs will provide policy guidance and oversight to the FSN IA. The MAB shall provide overall policy direction and strategy, including influencing LGUs to pass legislation that will enjoin the institutionalization of food sharing at the community level.

8 PILOT FOOD SHARING NETWORK MODEL

8.1 CORE ELEMENTS OF THE VALUE CHAIN

8.1.1 Background

The FSN will establish a supply chain built around the customization of a food meal or food plan based on the available donated food, supported by donated non-food goods and services, e.g., volunteer time, transport services, etc., provided by the partners through a fixed or rotational scheme, depending on their commitment to the project. The concept of customization was arrived at following some findings and observations gathered from commercial establishments and the food service sector since the FDP workshop conducted last October 2019. These can be grouped into challenges and opportunities, as follows.

A. Challenges

- 1 Dependability of large grocery chains as major suppliers of food to the FSN. Large grocery chains operate on a consignment basis the various food supplies it sells to customers. To expect these groceries to donate unsold goods to reduce disposal is unfounded. In practice, consignees are paid by grocery chains only for goods sold. Unsold goods, even perishables, are returned to consignees, e.g., Dizon Farms. Grocery chains assume minimal to zero disposal costs, and have no need for food recovery or food rescue programs
- 2 Food safety liability a significant deterrent to hotels, restaurants and similar service providers. Strict protocols around time and temperature govern food safety especially for perishables, i.e., 4-hour rule between serving and disposal as well as temperature within danger zone. Worsening traffic especially in Metro Manila does not bode well in including perishables in programs revolving around food delivery.
- 3 Difficulties in ensuring consistency in food supply from various providers, whether in terms of time, volume and quality. Consistency would be difficult to control without standards or a system to setting supply commitments and regulating its timing and delivery. Conversely, an open or ad-hoc system would not result to a workable supply chain with the higher chances of certain food being under- or over-stocked. For dry goods, enforcement of "best before" period as requirement to accept donated food is not a reliable measure while for cold goods, donation of back-up chilled food cannot be assured.

B. Opportunities

- 1 Repurposing or food transformation as a means to reduce food safety liability. For donors, liabilities for food safety can be reduced through repurposing, or the transformation of the donated food into a form or product totally different from its donated state. Only perishables with relatively longer shelf-life like breads can be practical for food rescue and recovery.
- 2 Sustainability and circularity principles as essential elements to the food value chain. Sustainability or sustainable development is defined by FAO as "the management and conservation of the natural resource base, and the orientation of technological and institutional change in such a manner as to ensure the attainment and continued satisfaction of human needs for present and future generations."²² Whereas circularity or the circular economy is defined as "an industrial economy that is restorative or regenerative by intention and design" (Ellen MacArthur Foundation, 2013).

These two (2) concepts are key principles that could drive ways of developing food sharing around sustainable practices in food production and consumption as well as circular practices around waste minimization, and food recovery and repurposing.
- 3 Establishing a "working supply chain" by injecting regularity and dependability in the food supply chain. The generally ad-hoc approach to food donations, i.e., donors just giving out what is extra when available, can be skirted by pre-determining and assigning food donation allocations per donor based on a defined meal plan. The allocations can be defined based on the type of food donors produce, the services they provide and their comparative advantage vis-à-vis other donors as to location, facilities and organization.

²²As defined by FAO. <http://www.fao.org/3/ai388e/AI388E05.htm>

8.1.2 Operating Strategy

The meal planning/customization strategy will evolve around these elements:

- 1 The identification of a pilot community with certain food needs or concerns around hunger and malnutrition that can be addressed using a customized meal plan running for a certain period of time. The community can be a CAC, an institution, e.g., prisons, homes for the elderly, orphanages, or a special-concern area like relocation sites or evacuation centers.
- 2 Meal planning through a participatory process – at the community, local DSWD or LGU-level or through government agencies such as the DOST-FNRI. Meals planning can be customized depending on client and institution which may have specialized food needs, e.g., meals plans for orphanages versus meal plans for homes for the elderly; time considerations (1-2 day meals for evacuation centers; 1-week breakfast plan in relocation sites); or in complementation with existing food programs in the LGUs, e.g., healthy desserts to supplemental feeding programs, 4-week meals for schoolchildren during off-school periods. For the pilot phase, planning can focus on one product, say, rice or bread and develop and customize meals that are oriented around these products.
- 3 Drawing up a minimum food preparation cycle, depending on the customer and customized meal plan which could run for at least 4 to 12 weeks to be able to test the workability of the scheme.
- 4 The breakdown of customized meal plans into food requirements in type and volume – staples, vegetables, fruits, meats, fish, condiments, canned goods, breads, etc. This breakdown will be the basis for drawing up allocations or commitments from corporate donors, food establishments or volunteers. The breakdown can include service needs for delivery and storage for filling up. Specifications can also be set for food packaging items.
- 5 The identification or sourcing of food donors, service providers and volunteers around customized meal plans. Segmentation could happen with certain donors providing core food items like rice, flour, basic condiments and others filling up for seasonal needs. This allocation/commitment system can help manage food stocks and inventory like avoiding oversupply and food wastage.
- 6 Food preparation whether through cooking, packing or both can be organized and arranged in an existing CAC or in an institution where labor and resources can be provided and compensated consistent with the food preparation cycle. The activities would be for a sustained period thus providing employment and livelihood opportunities for those involved.

8.1.3 Organization and Management

The organization proposed in the FSN model can be utilized to operationalize the strategy. Ideally, the pilot FSN model will revolve around an existing CAC; for instance, in Manila, Pasig or Quezon City, depending on the preparedness and willingness of the LGU in undertaking the project given its capacity and resources. At the minimum, the key stakeholders and their roles are as outlined in the succeeding table ([Table 8-1](#)).

Table 8-1. Key Stakeholders' Roles and Responsibilities, Pilot FSN

Stakeholders	Representation	Roles and Responsibilities
Multi-Advisory Board	<p>Core members consisting of key government agencies (FNRI-DOST, DSWD, DOH-NNC, DA, DILG)</p> <p>Private sector (HRAP, business associations)</p> <p>LGU (participating CAC, MM-based)</p>	<ul style="list-style-type: none"> ▪ Provide policy guidance on resourcing, capacity building and organizational development ▪ Provide expertise in meal planning and customization based on health and quality standards ▪ Develop criteria for identifying target communities and/ or institutional customers ▪ Endorse funding applications
Implementing Agent	Private sector proponent or NGO	<ul style="list-style-type: none"> ▪ Develop criteria for the pre-qualification and selection of CACs. Formalize arrangements through MOAs ▪ Coordinate and facilitate with institutions and communities on meal planning and customization ▪ Undertake social preparation in target communities and/ or institutions ▪ Develop allocation criteria and firm up commitments from donors, service providers ▪ Prepare grant proposals for the pilot phase ▪ Develop pilot implementation and monitoring program covering operations, financial management, inventory management
CAC	Operating center	<ul style="list-style-type: none"> ▪ Provide locus of operations and corresponding labor, organizational and logistics as equity or counterpart ▪ Serve as major contact point between implementing agency and target communities/ institutions ▪ Maintain and promote quality standards in food preparation and handling, health and sanitation ▪ Assist in social preparation, implementation and monitoring activities
FSN Partners	<p>Corporate donors</p> <p>Suppliers</p> <p>Logistics and service providers</p> <p>Volunteer network</p>	<ul style="list-style-type: none"> ▪ Participate in the planning phase to help suit meal planning and customization according to its food production/ supply capabilities ▪ Identify and abide by food and service allocation commitments by entering into MOA with partner entities ▪ Augment LGU capacity-building at the CAC level through add-on education and training on food preparation, handling and quality control of specific food and/ or services rendered

8.1.4 Target Clientele

The aim of the pilot phase is to start small but with impact. As such, the target clientele at the start would be a community or institutionalized customers that can be serviced through the CAC. The pilot would be in urban areas in Metro Manila where malnutrition and hunger tend to manifest among groups and certain sites, as follows:

- 1 Urban poor communities with day care centers
- 2 NGO- or church-assisted communities
- 3 Institutionalized groups such as those in hospitals, hospices, orphanages, homes for the aged, and community and city jails
- 4 Street families that can be assisted through the local DSWD
- 5 Temporary relocation sites sheltering victims of fire, typhoons, flooding and other natural calamities
- 6 Evacuation centers (could be in the medium-term)

8.1.5 Meal Customization

Meal customization would be piloted for one food product, preferably a staple food, in uncooked or cooked form that can be repurposed, or whose usefulness can be extended or innovated on as a standard fare in any meal, whether breakfast, lunch or dinner. At this point, two food items common to the Filipino diet that come to mind are rice and bread, both of which are staples, have long shelf-life, are available or are recoverable, and where wastage can be avoided or minimized by repurposing and improving supply and distribution to those who need it. With this, the core meals that would be developed under the pilot would be rice or bread based meals, the nutrient value and availability of which can be customized based on the target clientele. For instance, soft rice meals can be prepared for those on hospital diets or for the elderly. Also, breads can be repurposed in soups, as desserts or as appetizers. In essence, what is being produced by the pilot are perishables and semi-perishables that could be readily disposed within schedule and under a customized plan.

While it may be countered that rice-based meals are already the standard meals prepared for community-based feeding programs, note the extent of unserved populations in other less common or less popular areas where feeding can be regularized, like elderly homes and jails. Likewise, an entry point are off-school season feeding, feeding for street children, and feeding for children not served by day care centers. Other than feeding, production, education and food recovery/ recycling programs can be oriented around rice and bread, e.g., bread-making and repurposing classes, rice-saving cooking and storage techniques.

8.1.6 Coopetition Opportunities

The pilot program is being introduced in the Philippine setting where food rescue/recovery and food preparation at the LGU level are already practiced (see earlier sections). The pilot program, as yet, cannot be a stand-alone program and it could benefit by leveraging on existing players, preferably a food bank or existing feeding programs that are intending to branch off or diversify into new clientele or new food products.

Applying an aspect of coopetition in FSN, particularly in supply management (Wolff, 2016) creates a harmonious relationship among the existing food banks and feeding programs here in our country, in such a way that the pilot program can play a partnering or complementing role to its competitors. This way, the pilot program can tap on the competitors' existing food stocks, clientele, and distribution chain but in ways that add value in terms of scale, product line or through innovation.

8.1.7 Inventory and Distribution

The meal planning/ customization program is expected to operate with a lean inventory as its food and non-food requirements are already pre-planned and utilized according to the meal plan and food preparation cycle followed. Stockpiling can be minimized by scheduling the donors' deliveries of their food allocations. Likewise, the meal plans can be customized in terms of minimum preparation levels to be flexible when food items are low in stock or are seasonally available. Through coopetition, the pilot is expected to utilize CACs as direct distribution centers or

leverage on the distribution services of partners to reach its target clientele. Another alternative is to tap donors and volunteer networks in food deliveries which would not require long distances as clientele are those within reach of the CAC.

8.1.8 Donors

The customization of meals helps prevent ad-hoc or free-for-all donations that result in oversupply and more food wastage. The food sharing concept is particularly operationalized through the food sharing allocation/commitment system. The participation of donors can be facilitated and regulated in some degree using these parameters:

- 1 Assessment of minimum allocable volume over a prescribed period;
- 2 Prioritization to those with quality and safety certifications;
- 3 Segmentation according to allotment of core and non-core food items;
- 4 Identification of alternative or replacement donors to fill up required volumes;
- 5 Identification of donors that can provide integrated services like quality control, storage and distribution; and,
- 6 Identification of donors and players that can be tapped for value-added services like education and training, promotional campaigns, research, technological support

8.2 KEY CONSIDERATIONS IN PILOT IMPLEMENTATION

8.2.1 Advantages and Disadvantages of the Pilot

Table 8-2. Pilot Program Advantages and Disadvantages

Key Element	Advantages	Disadvantages	Considerations
Operating strategy	<ul style="list-style-type: none"> • Systematic and collaborative approach • Innovative • Cost-saving, i.e., food waste 	<ul style="list-style-type: none"> • Time-consuming start-off • Political legitimacy lies on government cooperation • Dependent on pooling of funds and resources 	Government cooperation to be secured by tapping existing programs and emphasizing value-added of meal customization program to policy implementation, and innovations introduced through food sharing
Organization and management	<ul style="list-style-type: none"> • Experienced key players • Food donors and rescue programs established • CAC is a working model 	<ul style="list-style-type: none"> • Relies on unifying and coordinating capacity of implementing agency • Dependent on LGU cooperation/ authority to tap CACs 	<ul style="list-style-type: none"> • Buy-in of LGUs are crucial • Establishing or securing right partner as implementing agent is important. An existing NGO or food donation champion • Implementing agency to be secured according to management qualifications, e.g., financial and logistics management, networking • Tap private sector partners as funders • Alternatives to CACs may be needed
Meal customization	<ul style="list-style-type: none"> • Novel way to address the quality of donated food, e.g., repurposing donated food, cooking it with other donated food items to increase nutrition, and mitigating the liability of the donor since the food that will be served/shared with beneficiaries is no longer in the state of original donation • Planned approach to repurposing and reducing donor's liability on safety • Operationalizes food sharing internally across donors 	<ul style="list-style-type: none"> • Forced to innovate on core staples to deliver value-added • Food sharing allocations/ commitments still experimental – still dependent on donors • Upfront development costs 	<ul style="list-style-type: none"> • Meal planning/ customization to be demonstrated as a working strategy. Innovativeness and workability are its essential values • Close working relationships with the national government and the LGUs • Pilot program can be marketed as a government-private sector- community collaboration network

Key Element	Advantages	Disadvantages	Considerations
	<ul style="list-style-type: none"> Meal planning approach – government-led or community-based can translate to more food choices that could benefit the poor and some unserved populations 		
Target clientele	<ul style="list-style-type: none"> Flexible in catering to existing clientele of coopeitors or opening up to new customers Potential to develop a loyal following if product lines/ customized meals work Developed to meet nutrition and food quality standards 	<ul style="list-style-type: none"> May be boxed in to existing clientele of coopeitors during the pilot phase Monitoring costs will be incurred to check consumption of meal plans and value-added to health and nutrition 	<ul style="list-style-type: none"> Need to identify target clientele at start-up Could implement pilot with one established and one experimental market (unserved but within reach of the CAC or partner food bank/ feeding program, e.g., orphanages, children not served by day care centers) Non-food element of the program would have to be developed to complement food component
Storage and distribution	<ul style="list-style-type: none"> Lean or manageable inventory Storage costs can be assumed by CAC Distribution costs can be minimized by tapping donors, partners, coopeitors 	<ul style="list-style-type: none"> Capacity for logistics management is not yet defined among key actors identified Capacity for storage and distribution may not be shared by partners Development of own facilities is a capital cost and may be costly for the pilot phase 	<ul style="list-style-type: none"> Logistics management should be a qualification of the implementing agent or a project partner Rationalization of operating and capital costs needed to justify workability of the pilot program
Donor participation	<ul style="list-style-type: none"> Attractive as a measured and waste-minimizing approach to food sharing Food sharing allocation/ commitments and mechanisms like scheduling can help donors prepare and manage stocks made available to the program Segmented and selective approach to donor participation able to filter donors who are strategic, committed and can leverage their resources 	<ul style="list-style-type: none"> Pilot phase may not give enough time to find willing and committed donors Experimental nature of the program may not capture donors' interests. Donors may approach the program tentatively at first Trial and error nature of food sharing allocation/ commitment system 	<ul style="list-style-type: none"> Marketing strategy for donors and coopeitors to be developed Pilot phase – period should consider the time it takes to build up donor commitment and support Monitoring of program should be made interesting to donors using business metrics – for them to see business value of program and get their commitment in the long-term

Key Element	Advantages	Disadvantages	Considerations
			<ul style="list-style-type: none"> • Food sharing allocation/ commitments system to be developed through consultations with potential donors. • Formally secure food sharing allocation/ commitments from donors
Social acceptability	<ul style="list-style-type: none"> • High in expanding food choices and reaching more beneficiaries of regular feeding programs • Repurposing reduces the stigma attached to food donations as mainly food waste or leftover/ unwanted food • Customized meals can be used beyond feeding programs, i.e., people affected by disasters and vulnerable groups 	<ul style="list-style-type: none"> • The potential of reaching more customers can be realized once pilot program is successful • Stigma may be toned down but not necessarily eliminated 	<ul style="list-style-type: none"> • Connect food sharing to Filipino values around food like community, belonging and empathy • Instill ownership by emphasizing community collaboration with government and private sectors
Coopetition	<ul style="list-style-type: none"> • Capitalizes on the operations, resources and capacity of existing players • Mobilizes support to the meal planning/ customization strategy as a value-added in existing food donation programs • A soft entry strategy to introduce and position the Food Sharing Network 	<ul style="list-style-type: none"> • Existing players may not cooperate if there are additional costs incurred with the FSN 	<ul style="list-style-type: none"> • Coopetition to be built into the marketing strategy for existing players • Pilot needs to run with sufficient funds

8.2.2 Component Strategies

The foregoing review of the possible advantages and disadvantages of the pilot model for the FSN and its meal planning/ customization strategy outlined key considerations in its implementation. These can be grouped and translated to corresponding operating, marketing, financial, social, organizational and institutional strategies for the pilot.

Table 8-3. Pilot Program Strategies

Component	Strategies
Institutional	<ul style="list-style-type: none"> ▪ Secure approval and cooperation of government partners. ▪ Position pilot FSN/ meal customization as a policy support, program innovation, and government-private sector-community collaboration network ▪ Secure buy-in of LGU by tapping LGU champions ▪ Prepare governance charter due to multiple stakeholders involved ▪ Design contracts and formal arrangements
Organizational	<ul style="list-style-type: none"> ▪ Select implementing agency based on experience, networks and management qualifications ▪ Tap private sector as food and service donors, and funding partners ▪ Design minimum operating structure
Operating	<ul style="list-style-type: none"> ▪ Considerable start-up activities: government approvals, meal customization planning by DOST-FNRI and communities, identification of target clientele, partners, and donors (minimum workable); length of pilot period; assessment of logistical needs, costing and design ▪ Identify one or two pilot CAC: one CAC catering to an existing feeding program and another CAC to an experimental or unserved clientele ▪ Develop criteria and systems for pre-qualifying partners and donors; allocation/ commitments to food sharing ▪ Assess non-food components to be included in pilot ▪ Monitoring program: effectiveness re social objectives, business value, donor commitment and support
Marketing/Social	<ul style="list-style-type: none"> ▪ Market the program to donors and competitors ▪ Conduct IEC campaigns: Filipino values and the FSN pilot ▪ Build ownership through CACs and community-based/ participatory approaches
Financing	<ul style="list-style-type: none"> ▪ Prepare for start-up costs, including research ▪ Operating and capital costs during pilot phase

8.3 FSN OPERATIONAL PLAN

8.3.1 Overview

The operational plan (OP) for the FSN Pilot Model is laid out for a period of 12 months (Table 8-4). It consists of three phases, as follows:

- 1 A preparatory phase of one (1) month, where the organization and participation of key partners are secured.
- 2 A planning and permitting phase of two (2) months, to be undertaken with the participating LGU.
- 3 An operations phase of nine (9) months, where the pilot model is executed from meal customization and distribution to monitoring and budgeting for succeeding years.

Key performance indicators (KPIs) for each major activity are identified to guide the monitoring of outputs and overall progress. Highlights for each phase are discussed in the succeeding section 8.3.2.

Table 8-4. FSN Operational Plan

No	KEY ACTIVITIES	YEAR 2020												Key Performance Indicators (KPIs)	
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
1	Preparations														
	A. Setting-Up of FSN Implementing Agent (FSN IA)														- FSNIE Head, Lead Coordinator, admin/finance officer, admin asst hired - Functional office
	B. MOA Signing between Partner LGU and FSN IA														- Willing and able LGU partner identified and engaged - Signed MOA
	C. Training on Donor Processes and Requirements														- Key personnel and departments in FSNAI and LGU trained
2	Planning, Permitting and Establishment														
	A. Identification of target groups and community activity centers														- New target groups identified (e.g., off-school meal preparation for schoolchildren, homeless families, home for the elderly) - Host CACs identified
	B. Planning of meal customization program w/ LGU and national gov partners, inc. budget, scheduling, logistics, human resources, equipment, HSE protocols														- Draft 1- to 3-month draft meal customization and distribution plan for consultation with partners - Food and service allotments identified - HSE protocols identified
	C. Consultations, permitting and approvals (e.g., draft program, supplementary budget, FNRI/ NNC approval, health & sanitation permits)														- Food/ service commitments and allotments formalized - Approved customized meal plans (FNRI or local nutritionist) - Health and sanitation permits acquired
	D. Finalization of draft program														- Finalized 1- to 3-month meal customization and distribution plan for consultation with partners
	E. Basic promotional campaign with target groups and barangays														- Promotional materials developed - Target groups and barangays educated on program and protocols
	F. Procurement of personnel and equipment														- Personnel hired if necessary - Cooking and distribution equipment and supplies purchased

No	KEY ACTIVITIES	YEAR 2020												Key Performance Indicators (KPIs)	
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
	G. Training of personnel on FSN and food value chain, nutrition and developments on food preparation for target groups, and the management of food wastes and other residual wastes														<ul style="list-style-type: none"> - Accredited training services provider procured - Training program approved - Relevant personnel trained
	H. Establishment of facilities (e.g., cooking, food tents, storage)														<ul style="list-style-type: none"> - Facilities built or refurbished for program use
	I. Establishment of grievance management system														<ul style="list-style-type: none"> - LGU grievance management system mobilized for program
3	Operation Stage														
	A. Supply, preparation and storage														
	Coordination of food supply allotments from donors to CACs														<ul style="list-style-type: none"> - Food/ service allotments met on time and as needed - Food donations passed safety inspection requirements
	Conduct of customized meal planning and preparation activities														<ul style="list-style-type: none"> - Customized meals cooked and prepared on time and as needed
	Refurbishment of food supplies and requirements (rolling)														<ul style="list-style-type: none"> - Food/ service allotments delivered in advance - Food donations passed safety inspection requirements - Stockable food donations available - Storage areas or facilities available and in good condition
	B. Food packing and distribution														
	Coordination with target groups (outside CAC)														<ul style="list-style-type: none"> - Food distribution schedules developed ahead of time and disseminated to target groups
	Conduct of food packing and distribution activities (outside CAC)														<ul style="list-style-type: none"> - Food packs prepared under sanitary conditions - Food packaging and distribution using reusable containers and utensils - Food distribution on time and with back-up support if needed - Organized food distribution in target areas



No	KEY ACTIVITIES	YEAR 2020												Key Performance Indicators (KPIs)
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
														<ul style="list-style-type: none"> - Organized collection of reusable containers and utensils- Zero complaints on food handling and quality - Zero incidence of food poisoning among target groups
	C. Food waste and waste management													<ul style="list-style-type: none"> - Wastes from food preparation controlled to a certain limit and/ or repurposed
	Management of segregation, collection and disposal at CAC													<ul style="list-style-type: none"> - Containers for food and other wastes made available in target areas
	Management of segregation, collection and disposal at target site (if outside CAC)													<ul style="list-style-type: none"> - Collection of food and other wastes handled properly and on time
	D. Health, Safety and Environmental (HSE)													
	Training on nutrition guidelines and new developments in food preparation and food requirements of target groups													<ul style="list-style-type: none"> - Accredited training services provider procured - Training program approved - Relevant personnel trained
	E. Support Systems													
	Grievance management system													<ul style="list-style-type: none"> - System of receiving, handling and responding to complaints in place - Program and support personnel from LGU for handling complaints available and mobilized on time
	Monitoring and review													<ul style="list-style-type: none"> - Regular and periodic monitoring procedures in place for entire food supply and distribution chain, food waste/ waste handling, and other relevant administrative and financial targets
	Review and preparation of new customized meal plans													<ul style="list-style-type: none"> - New meal plans prepared based on consultation with target groups and in accordance with applicable nutritional guidelines - New meal plans prepared in accordance with budget
	Review and updating of food or services allotments of partners													<ul style="list-style-type: none"> - New meals plans are consulted with partners

No	KEY ACTIVITIES	YEAR 2020												Key Performance Indicators (KPIs)	
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
															<ul style="list-style-type: none"> - Food and service allotments for new meal plans can be met by partners
	Running of IT database/ set-up of FSN app														<ul style="list-style-type: none"> - Database of operations set-up in first quarter of program start - FSN app designed for piloting by 3rd quarter of program start
	Planning of continuing improvement programs/ value-added (e.g., food repurposing projects, community farming or sourcing of vegetables)														<ul style="list-style-type: none"> - Continuing improvement workshops conducted with target groups and partners - Continuing improvement plan (CIP) prepared with priorities for next year's budget
	Financial management, including reporting														<ul style="list-style-type: none"> - Monthly budget reviews conducted - Counterpart funds available - FSNAI and LGU submit timely financial reports
	F. Work and financial plan preparation and approval (succeeding year)														<ul style="list-style-type: none"> - Work and financial plan prepared on time and within budget - Cost increase up to 5% of previous year's budget

8.3.2 Preparatory Phase

The execution of the OP is contingent on several assumptions prior to preparation; namely:

1. The pilot model has been approved with donor funding
2. The program is to be implemented on behalf of the donor by the FSN implementing entity (FSNAI) which shall manage the implementation and disbursement of funds to the LGU partner
3. Funding requirements of FSNAI and the participating LGU are available and downloadable in line with timelines agreed with the donor
4. Due diligence has been conducted by the donor on the participating LGU, i.e., its ability to provide counterpart funds, if necessary, and exercise sound financial management practices in the use and reporting of donor funds
5. The donor has oriented and trained FSNAI and the LGU on its administrative and financial processes and requirements

8.3.3 Planning, Permitting and Establishment

1. The identification of new target groups is a key driver in shaping the objectives and content of the meal customization plan and its distribution strategies. The FSN pilot has been conceived to reach unserved sections of the population which could be homeless families or institutionalized groups, as found in homes for the elderly, sanitariums, and prisons. Under this strategy, the pilot is able to address both child and adult malnutrition. Otherwise, the pilot can expand the reach of existing programs, such as extending food availability up to off-school periods to children availing of feeding programs that are provided only in months where schools are open.
2. Consultation with target groups and private sector partners is necessary in drawing up a responsive meal customization and distribution plan. The effectiveness of the pilot is in its ability to fill existing gaps and/or augment capacity. With private sector partners, it is important to secure commitments in advance and identify areas where commitments and allotments can be identified not only in terms of food donations but also in terms of services like training, transport and logistics and IT assistance.
3. Training is identified prior to execution on three aspects:
 - a. FSN and its food value chain, for LGU, partners, and target groups to appreciate the program; its value-added; and the component processes that need to be managed sustainably.
 - b. Nutrition and developments in the field, to help meal customization planning and make it more responsive to emerging needs of its target groups; and
 - c. The management of food and other wastes generated by the program to be true to the purpose of reducing food and other residual wastes. The training on nutrition would be bi-annual and will be continued for succeeding years.
4. The management of food waste and other residual wastes is incorporated in training and operations at the CAC and the target areas. The pilot aims to integrate WWF programs oriented towards minimizing wastes from food handling and preparation (CAC level) with equal effectiveness in minimizing wastes generated during distribution (target groups). Waste collection, segregation and disposal are to be coordinated with the LGU's solid waste management system.
5. LGU participation is optimized by finding ways to share resources and save on services that could be provided by the LGU at minimal or no cost. Other than the CAC, these include the use of available land/space, existing staff for promotions, HSE and monitoring, and systems, e.g., HSE, grievance management, solid waste management. Prior to donor approval, the budget may be reviewed, in particular, cost savings that could be reprogrammed to pay for training or additional honoraria to LGU staff mobilized for the program throughout its duration.

8.3.4 Operations

1. Although starting with a 1-month up to 3-month program, meal customization and its distribution activities is deemed to be a continuous program of the LGU in food augmentation especially for vulnerable and

deprived groups. Meal customization plans and strategies will be reviewed annually. In the OP, this is timed right after the nutrition training and before the budgeting period of the LGU partner starts. Corresponding food and service allotments of partners are also reviewed and updated. The allotment plan is to be finalized before the next round of operations in the succeeding year.

2. Continuing improvement programs are built into the OP on the first year to find ways to incorporate early on some complementary WWF programs. Likewise, in using existing CACs, the FSN pilot can harmonize with ongoing or nascent programs like community farming, and income-generating projects around repurposing and use of alternative food sources or raw materials.
3. Regular and periodic monitoring to be conducted. The first round for the first month of implementation, to be followed the first quarter and at the end of the 4th quarter. Monitoring will cover the entire food value chain, with corresponding physical, quality and financial targets.
4. Financial management is a responsibility of the LGU and the FSNAI. Budgeting, disbursement and accounting mechanisms shall be installed in accordance with donor guidelines. Before the LGU prepares its budget, the FSN work and financial plan (WFP) will be prepared, as facilitated by FSNAI. The WFP shall be submitted to the donor for review should FSN pilot funding be provided for multiple years. Otherwise, the FSN WFP could be assumed wholly by the LGU or other donors will be sourced.

8.4 FINANCIAL MODEL AND ASSUMPTIONS

8.4.1 Establishing the Case for a Food Donation Project in the Philippines

Determining the feasibility of a project normally entails:

1. Estimating the stream of benefits that such a project would bring about to its target clientele;
2. Estimating the costs involved in setting up the project as well as the attendant stream of operating costs once the project is up and running, and
3. Weighing the estimated benefits against the estimated costs to determine whether the project is sufficiently cost-effective to be undertaken.

However, the feasibility of undertaking the Food Sharing Network is not only determined by the above economic criterion alone. Important social factors must be considered in order to judge the feasibility of such a project. These factors shall be discussed in detail below. First, one must have a fairly good sense of how the project fares in terms of the economic criteria.

8.4.2 Estimating the Benefits

The main objective of a food donation enterprise is to “rescue” food items that are still fit for human consumption but are deemed by the seller as either not attractive or fresh enough to be put on store shelves to be sold. Thus, such food items, if not rescued would normally end up in the trash bin. The rescued food items are then given free to those who are poor and food insecure. The benefits of such a scheme would therefore be realized in terms of the social costs that would be averted if:

1. Hunger and malnutrition among the population are addressed; and
2. The cost of disposing of the rescued food is avoided and the detrimental effects on the environment of the disposal process are circumvented.

A. The Social Cost of Hunger and Malnutrition

The Philippines has been enjoying rapid economic growth in recent years, with the Gross Domestic Product (GDP) growing an average 6.2% annually since 2010. Unfortunately, the benefits generated by this sustained rapid growth appear not to have trickled down to the poorest sectors as many still experience hunger and malnutrition is still pervasive especially among those in the first two income deciles. Among children 0 to 5 years old, prevalence of stunting has fallen albeit quite slowly since the 1990s. Disturbingly, this has risen by 3.2 percentage points over

the period 2013 to 2015. More than 3.7 million or 33.4% of the 11.2 million children aged 0-5 years in 2015 are stunted.

Malnutrition, especially among children, leads to other diseases and causes early death. It likewise affects child development at a crucial stage leading to cognitive and behavioral deficits and retarded learning. As a result, the chances of these children having a productive future are dim thereby compromising the long-term productivity and competitiveness of the future workforce .

The cost of early childhood malnutrition in today's workforce was estimated to be about Php328 Billion, comprising 2.84% of the Gross Domestic Product (GDP). The estimate was based on 2013 data and considered only the impact of added education cost, reduced human capital formation and excess mortality. If one considers as well the health burden resulting from malnutrition, the cost estimate would increase by Php185 Billion, resulting in a total cost of Php513 Billion, thereby raising its GDP share to 4.4% (Save the Children, 2016).

In 2013, the 0-5 population was 11.1 million and the stunting prevalence of this cohort was 30%, resulting in an estimated 3.32 million stunted children for that year.^{23,24} Thus, the social cost to society of stunting is estimated to be a whopping Php154,518.07 per stunted child.

Despite rising food availability, many Filipinos suffer from lack of food or poor diets because of inadequate access to food due to high poverty and low income especially among the rural population. Higher food prices, especially of the food staple rice, relative to the rest of the Southeast Asian region exacerbate the situation. This anomalous situation in the case of rice is mainly due to the protectionist policy on rice that imposes quantity restrictions on rice imports in order keep domestic rice prices artificially high. The policy is supposed to benefit the farmers engaged in rice growing. However, what the policy neglects to consider is the fact that the farmers themselves are heavy consumers of rice. What the policy also glosses over is the finding that there is a robust statistical link between medium term rice prices and child malnutrition. In particular, a 1% increase in the 3-year average of rice prices in a region leads to a 0.6 % increase in stunting prevalence among children aged 0 to 5 (Briones, Antonio, Habito, Porio, & Songco, 2017).

Although the government implemented a policy shift this past year by passing the Rice Tariffication Law thereby eliminating quantitative restrictions on rice imports and imposing instead a tariff on the commodity, the health burden that the previous policy has imposed on the population still needs to be considered.

B. Estimating the Cost of Waste Disposal

Since there are no estimates found for the cost of waste disposal in the Philippines, this section uses as proxy a regional cost estimate calculated by Hoornweg and Bhada-Tata (2012). Currently, world cities generate around 1.3 billion tons of waste a year. This translates into global waste management costs of \$205.4 Billion. The solid waste management cost for low middle income countries like the Philippines is \$20.1 Billion.

The annual waste generation in East Asia and the Pacific Region is approximately 270 million tons per year. This quantity is mainly influenced by waste generation in China, which makes up 70% of the regional total. Per capita waste generation ranges from 0.44 to 4.3 kilos per person per day for the region, with an average of 0.95 kg/capita/day (Hoornweg, Lam, & Chaudhry, 2005). Sixty two percent (62%) of the waste is organic waste.

For low middle income countries, the most utilized method of waste disposal is through landfills (59%), followed by dumps (13%). In a hierarchy of options for waste disposal, dumping is least desired. The hierarchy responds to financial, environmental, social and management considerations. The hierarchy also encourages minimization of greenhouse gas (GHG) emissions. As a minimum, waste should be disposed at a "controlled dump," which includes site selection, controlled access, and where practical, compaction of waste.

The relative mix of waste disposal methods and their attendant costs are shown in the table below ([Table 8-5](#)).

²³ Philippine Statistics Authority. OpenSTAT. Proportion of Children aged 0-5, 5.08-10, and 10.08-19 who are Stunted, Wasted, Underweight, and Overweight. Retrieved from

²⁴ Philippine Statistics Authority. *2010 Census-based Population Projections in collaboration with the Inter-Agency Working Group on Population Projections*.

Table 8-5. Waste Disposal Methods and Costs

Waste Disposal Method	Proportion (%)	Cost US\$/ton
Landfill	59	40
Dump	13	10
Compost	1	40
Other	27	60

The per capita cost of organic waste disposal is computed by taking 62% of the per capita waste generated (0.29 tons/cap/yr) and multiplying by a weighted average cost of disposal methods, using as weights the percentage utilization of each method. The resulting per capita cost of waste disposal for the region is therefore estimated at \$8/ton/year or Php406.70/ton/year.

C. Total Per Capita Benefits

The per capita benefits to be generated by the food donation project in terms of averted per capita cost of malnutrition per stunted child and organic waste disposal therefore amounts to **Php154,924.77 (Php154,518.07 + Php406.70)**.

8.4.3 Estimating the Cost of FSN

A. Initial Investment of Food Businesses in the Philippines

Franchising food chains here in the Philippines is very often in starting up a new business. As of 2019, Jollibee, one of the leading fast food chains in our country, franchises its brand at a premium price ranging from Php35 to 55 Million per store which includes the signage, store construction, kitchen facilities and equipment, air conditioning system, furniture and fixtures, store layout and design, and pre-operating expenses. The brand assists in the recruitment and training of its management team. However, the training expenses of the employees are not shouldered. Other expenses such as food ingredients, employee salary and wages, venue lease or rental fee among others are to be shouldered separately by the franchise owner.²⁵ For a large franchise such as Jollibee, it is expected to invest a lot of money for the business. Other large and popular restaurants and fast food chains offer similar ranges such as McDonald's (Php32 to 45 Million+\$22,500)²⁶ and Max's Restaurant (Php15 to 22 Million+Php2 Million)²⁷. Franchising smaller businesses such as food kiosks like Potato Corner (Php230,000 and up)²⁸ and Siomai House (Php280,000)²⁹, and convenience stores like 7-11 (Php3.5 to 5 Million+Php600,000)³⁰ offer relatively cheaper franchising costs and initial capital investment.

B. Start-Up and Five-Year Cost Projection of FSN Operation

This cost projection is based on the GFN Toolkit on how to start a food banking system.³¹ The value of each material and component in the table are assumed based on the average prices of these materials as seen on Philippine websites as well as nearby stores in Metro Manila. The breakdown of the operation and capital costs are shown in **Table 8-7**. The following assumptions are made for this costing:

- 1) All the food and services given to beneficiaries are not included in this costing.
- 2) The personnel to be paid are the ones handling the warehouse operations and food transportation. Additional people needed for the feeding programs and other related activities are assumed and collated

²⁵<https://www.jollibee.com.ph/Philippines/>

²⁶<https://grit.ph/best-franchise-business/>

²⁷ Max's Group Inc FAQs. <https://www.maxsgroupinc.com/franchise/local>

²⁸<https://www.potatocorner.com/franchising/franchising-packages/>

²⁹<http://www.mastersiomai.com/business>

³⁰<https://www.7-eleven.com.ph/franchising/faq/>

³¹ The Global FoodBanking Network. Feasibility Analysis: Starting A Food Bank System, Appendix 1a.

under Management Costs to Php 200,000 per month which consist of wages of IA Staff; namely, the FSNAI Head, and Lead Coordinator.

- 3) The operating warehouse will be the storage facility as well as the headquarters for the FSN, however, the main activities will be conducted in CACs.
- 4) The warehouse and equipment as well as the vehicles used for the program are assumed to not be provided by a sponsor or other existing organizations for this costing. The vehicles are priced to be bought as secondhand while the warehouse is priced for monthly rental.
- 5) The transportation costs are assumed to having each vehicle travel for 10 trips per weekday with 10-kilometer distance per trip.

Based on these assumptions, a base scenario was developed for the FSN consisting of start up costs for the first month and first year as well as the 5-year projection total costs of FSN are shown in [Table 8-8](#). The FSN first year start up cost amounts to Php9.70 Million with capital costs of Php3.37 Million and start-up operational costs of Php6.33Million. Comparing with starting up a new business in the food industry, the cost of the FSN is relatively average in relation to food franchises and newly opened restaurants here in the Philippines.

Annual operating costs are estimated to be Php6.34 million on the succeeding years resulting to a 5-year total cost projection of Php35.08 Million. Given the estimated costs of FSN operation with having a minimum target of 200 households consisting of 5 persons per household as beneficiaries per year, the average benefit per beneficiary will amount to **Php35,076.17**.

Low-and high-cost scenarios have been prepared in the financial model. The low-cost scenario ([Table 8-9](#), [Table 8-10](#), [Table 8-11](#)) could be useful for LGUs contemplating to adopt the FSN as an initiative, less of any counterpart funds it could provide. Meanwhile, the high-cost scenario ([Table 8-12](#), [Table 8-13](#), [Table 8-14](#)) takes into account inflation and other factors that may cause costs to escalate.

While cheaper than popular franchises in the Philippines, the FSN requires institutional and social preparation to which some cost items have covered. In financing the FSN model, two entry points are possible:

- 1) Grant financing to be applied by an external party or the FSNAI (skeletal), which shall manage the FSN as a grant project; or,
- 2) As a flagship program of a capable LGU that could source the funds and engage FSNAI in a project management or coordinating role.



Table 8-6. Projected Operating Costs (in PHP)

OPERATING COSTS		Quantity	Unit	first Month (START-UP)	First Year (START-UP)	2nd Year	3rd Year	4th Year	5th Year	TOTAL (5 YEARS)
Salaries & Wages	Food Safety Expert	1		25,000.00	300,000.00	300,000.00	300,000.00	300,000.00	300,000.00	1,500,000.00
	Encoder/Clerk	1	650.00	13,000.00	156,000.00	156,000.00	156,000.00	156,000.00	156,000.00	780,000.00
	Porter/deliveryman	1	500.00	10,000.00	120,000.00	120,000.00	120,000.00	120,000.00	120,000.00	600,000.00
	Driver	2	700.00	28,000.00	336,000.00	336,000.00	336,000.00	336,000.00	336,000.00	1,680,000.00
Management Costs (FSNAI Staff which includes FSNAI Head and Lead Coordinator)		-	-	200,000.00	2,400,000.00	2,400,000.00	2,400,000.00	2,400,000.00	2,400,000.00	12,000,000.00
Consultation Costs		-	-	30,000.00	140,000.00	120,000.00	120,000.00	120,000.00	120,000.00	620,000.00
Training		-	-	300,000.00	300,000.00	300,000.00	300,000.00	300,000.00	300,000.00	1,500,000.00
Other Personnel Costs	Uniform	40	350.00	14,000.00	14,000.00	14,000.00	14,000.00	14,000.00	14,000.00	70,000.00
Total Staff Costs				620,000.00	3,766,000.00	3,746,000.00	3,746,000.00	3,746,000.00	3,746,000.00	18,750,000.00
Warehouse Rent				60,000.00	720,000.00	720,000.00	720,000.00	720,000.00	720,000.00	3,600,000.00
Electricity				12,000.00	144,000.00	144,000.00	144,000.00	144,000.00	144,000.00	720,000.00
Water				5,000.00	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	300,000.00
Natural Gas				5,000.00	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	300,000.00
Repacking Supplies				6,000.00	72,000.00	72,000.00	72,000.00	72,000.00	72,000.00	360,000.00
Total Occupancy Costs				88,000.00	1,056,000.00	1,056,000.00	1,056,000.00	1,056,000.00	1,056,000.00	5,280,000.00
Landline + Internet				2,500.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	150,000.00
Cell Phone + Sim Card + Load		1	1,040.00	1,040.00	3,240.00	2,400.00	2,400.00	2,400.00	2,400.00	12,840.00
Office Supplies				8,000.00	36,000.00	36,000.00	36,000.00	36,000.00	36,000.00	180,000.00
Cleaning Supplies				800.00	3,500.00	2,500.00	2,500.00	2,500.00	2,500.00	13,500.00
Marketing and IEC Costs		-	-	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	1,000,000.00
Total Administrative Costs				212,340.00	272,740.00	270,900.00	270,900.00	270,900.00	270,900.00	1,356,340.00
Building Insurance		1	24,000.00	24,000.00	24,000.00	24,000.00	24,000.00	24,000.00	24,000.00	120,000.00
Vehicle Insurance		2	23,000.00	46,000.00	46,000.00	46,000.00	46,000.00	46,000.00	46,000.00	230,000.00
Permits Renewal				-	-	30,000.00	30,000.00	30,000.00	30,000.00	120,000.00
Total Insurance and Permits Costs				70,000.00	70,000.00	100,000.00	100,000.00	100,000.00	100,000.00	470,000.00
Fuel		23.8	50.00	23,800.00	285,600.00	285,600.00	285,600.00	285,600.00	285,600.00	1,428,000.00
Total Transportation Costs				23,800.00	285,600.00	285,600.00	285,600.00	285,600.00	285,600.00	1,428,000.00
Contingency Fund (10% of Operating Costs)				101,414.00	545,034.00	545,850.00	545,850.00	545,850.00	545,850.00	2,728,434.00
Repairs and Maintenance Fund (10% of Capital Costs)				337,560.00	337,560.00	337,560.00	337,560.00	337,560.00	337,560.00	1,687,800.00
TOTAL OPERATING COSTS				1,453,114.00	6,332,934.00	6,341,910.00	6,341,910.00	6,341,910.00	6,341,910.00	31,700,574.00

Table 8-7. Projected Capital Costs (in PHP)

CAPITAL COSTS		Quantity	Unit	Cost
Warehouse Equipment	Industrial Refrigerator	2	40,000.00	80,000.00
	Packing Table	4	3,000.00	12,000.00
	Industrial Shelves/Racks	6	6,000	36,000.00
	Service Cart	3	2,500.00	7,500.00
	Fire Extinguisher	4	1,000.00	4,000.00
	Emergency Lights	4	2,000.00	8,000.00
	Padlocks	2	200.00	400.00
	Trays	30	250.00	7,500.00
Cooking Supplies	Pan, pots, spatula, tongs, etc	-	-	25,000.00
Solid Waste Mgt Supplies				5,000.00
Vehicles		2	1,250,000.00	2,500,000.00
Office Furniture	Chairs	10	500.00	5,000.00
	Tables	6	3,500.00	21,000.00
	Filing Cabinet	6	5,000.00	30,000.00
Office Equipment	Airconditioning Unit	1	10,000.00	10,000.00
	Printer	2	5,000.00	10,000.00
	Water Dispenser	1	5,000.00	5,000.00
	Whiteboard	4	2,300.00	9,200.00
Computer Equipment		6	15,000.00	90,000.00
IT Database Setup		-	-	300,000.00
Permits (incl. Acquisition of Required Documents)		-	-	60,000.00
Mobilization Fund		-	-	150,000.00
TOTAL CAPITAL COSTS				3,375,600.00

Table 8-8. Projected Total Costs (in PHP)

	First Month	First Year (START-UP)	2nd Year	3rd Year	4th Year	5th Year	GRAND TOTAL
Operating Costs	1,453,114.00	6,332,934.00	6,341,910.00	6,341,910.00	6,341,910.00	6,341,910.00	31,700,574.00
Capital Costs		3,375,600.00	-	-	-	-	3,375,600.00
TOTAL	4,828,714.00	9,708,534.00	6,341,910.00	6,341,910.00	6,341,910.00	6,341,910.00	35,076,174.00



Table 8-9. Projected Operating Costs (Low Estimate)

OPERATING COSTS		Quantity	Unit	First Month (START-UP)	First Year (START-UP)	2nd Year	3rd Year	4th Year	5th Year	TOTAL (5 YEARS)
Salaries & Wages	Food Safety Expert	1		25,000.00	300,000.00	300,000.00	300,000.00	300,000.00	300,000.00	1,500,000.00
	Encoder/Clerk	1	650.00	13,000.00	156,000.00	156,000.00	156,000.00	156,000.00	156,000.00	780,000.00
	Porter/deliveryman	1	500.00	10,000.00	120,000.00	120,000.00	120,000.00	120,000.00	120,000.00	600,000.00
	Driver	2	700.00	28,000.00	336,000.00	336,000.00	336,000.00	336,000.00	336,000.00	1,680,000.00
Management Costs (FSNAI Staff which includes FSNAI Head and Lead Coordinator)		-	-	200,000.00	2,400,000.00	2,400,000.00	2,400,000.00	2,400,000.00	2,400,000.00	12,000,000.00
Consultation Costs		-	-	20,000.00	130,000.00	60,000.00	60,000.00	60,000.00	60,000.00	370,000.00
Training		-	-	200,000.00	200,000.00	100,000.00	100,000.00	100,000.00	100,000.00	600,000.00
Other Personnel Costs (e.g. Uniform)		40	315.00	12,600.00	12,600.00	12,600.00	12,600.00	12,600.00	12,600.00	63,000.00
Total Staff Costs				508,600.00	3,654,600.00	3,484,600.00	3,484,600.00	3,484,600.00	3,484,600.00	17,593,000.00
Warehouse Rent/Mortgage				60,000.00	720,000.00	720,000.00	720,000.00	720,000.00	720,000.00	3,600,000.00
Electricity				5,000.00	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	300,000.00
Water				2,000.00	24,000.00	24,000.00	24,000.00	24,000.00	24,000.00	120,000.00
Natural Gas				3,000.00	36,000.00	36,000.00	36,000.00	36,000.00	36,000.00	180,000.00
Repacking Supplies				6,000.00	72,000.00	72,000.00	72,000.00	72,000.00	72,000.00	360,000.00
Total Occupancy Costs				76,000.00	912,000.00	912,000.00	912,000.00	912,000.00	912,000.00	4,560,000.00
Landline + Internet				2,500.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	150,000.00
Cell Phone + Sim Card + Load		1	1,040.00	1,040.00	3,240.00	2,400.00	2,400.00	2,400.00	2,400.00	12,840.00
Office Supplies				5,640.00	36,000.00	36,000.00	36,000.00	36,000.00	36,000.00	180,000.00
Cleaning Supplies				770.00	3,500.00	2,500.00	2,500.00	2,500.00	2,500.00	13,500.00
Marketing and IEC Costs		-	-	120,000.00	120,000.00	50,000.00	50,000.00	50,000.00	50,000.00	320,000.00
Total Administrative Costs				129,950.00	192,740.00	120,900.00	120,900.00	120,900.00	120,900.00	676,340.00
Building Insurance		1	24,000.00	24,000.00	24,000.00	24,000.00	24,000.00	24,000.00	24,000.00	120,000.00
Vehicle Insurance		2	23,000.00	46,000.00	46,000.00	46,000.00	46,000.00	46,000.00	46,000.00	230,000.00
Permits Renewal				-	-	20,000.00	20,000.00	20,000.00	20,000.00	80,000.00
Total Insurance and Permits Costs				70,000.00	70,000.00	90,000.00	90,000.00	90,000.00	90,000.00	430,000.00
Fuel		23.8	42.50	20,230.00	242,760.00	242,760.00	242,760.00	242,760.00	242,760.00	1,213,800.00
Total Transportation Costs				20,230.00	242,760.00	242,760.00	242,760.00	242,760.00	242,760.00	1,213,800.00
Contingency Fund (10% of Operating Costs)				80,478.00	507,210.00	485,026.00	485,026.00	485,026.00	485,026.00	2,447,314.00
Repairs and Maintenance Fund (10% of Capital Costs)				185,118.50	185,118.50	185,118.50	185,118.50	185,118.50	185,118.50	925,592.50
TOTAL OPERATING COSTS				1,070,376.50	5,764,428.50	5,520,404.50	5,520,404.50	5,520,404.50	5,520,404.50	27,846,046.50

Table 8-10. Projected Capital Costs (Low Estimate)

CAPITAL COSTS		Quantity	Unit	Cost
Warehouse Equipment	Industrial Refrigerator	1	32,000.00	32,000.00
	Packing Table	2	1,500.00	3,000.00
	Industrial Shelves/Racks	4	3,800	15,200.00
	Service Cart	2	1,900.00	3,800.00
	Fire Extinguisher	4	650.00	2,600.00
	Emergency Lights	4	1,200.00	4,800.00
	Padlocks	2	200.00	400.00
	Trays	20	200.00	4,000.00
Cooking Supplies	Pan, pots, spatula, tongs, etc	-	-	15,000.00
Solid Waste Mgt Supplies		-	-	3,000.00
Vehicles		2	520,000.00	1,040,000.00
Office Furniture	Chairs	8	360.00	2,880.00
	Tables	6	3,100.00	18,600.00
	Filing Cabinet	6	2,295.00	13,770.00
Office Equipment	Airconditioning Unit	1	9,000.00	9,000.00
	Printer	1	4,635.00	4,635.00
	Water Dispenser	1	4,900.00	4,900.00
	Whiteboard	2	2,300.00	4,600.00
Computer Equipment		6	12,000.00	72,000.00
IT Database Setup		-	-	200,000.00
Permits (incl. Acquisition of Recquired Documents)		-	-	50,000.00
Mobilization Fund		-	-	50,000.00
TOTAL CAPITAL COSTS				1,554,185.00

Table 8-11. Projected Total Costs (Low Estimate)

	First Month	First Year (START-UP)	2nd Year	3rd Year	4th Year	5th Year	GRAND TOTAL
Operating Costs	1,070,376.50	5,764,428.50	5,520,404.50	5,520,404.50	5,520,404.50	5,520,404.50	27,846,046.50
Capital Costs		1,554,185.00	-	-	-	-	1,554,185.00
TOTAL	2,624,561.50	7,318,613.50	5,520,404.50	5,520,404.50	5,520,404.50	5,520,404.50	29,400,231.50

Table 8-12. Projected Operating Costs (High Estimate)

OPERATING COSTS		Quantity	Unit	First Month (START-UP)	First Year (START-UP)	2nd Year	3rd Year	4th Year	5th Year	TOTAL (5 YEARS)
Salaries & Wages	Food Safety Expert	1		25,000.00	300,000.00	300,000.00	300,000.00	300,000.00	300,000.00	1,500,000.00
	Encoder/Clerk	1	650.00	13,000.00	156,000.00	156,000.00	156,000.00	156,000.00	156,000.00	780,000.00
	Porter/deliveryman	1	500.00	10,000.00	120,000.00	120,000.00	120,000.00	120,000.00	120,000.00	600,000.00
	Driver	2	700.00	28,000.00	336,000.00	336,000.00	336,000.00	336,000.00	336,000.00	1,680,000.00
Management Costs (FSNAI Staff which includes FSNAI Head and Lead Coordinator)		-	-	250,000.00	3,000,000.00	3,000,000.00	3,000,000.00	3,000,000.00	3,000,000.00	15,000,000.00
Consultation Costs		-	-	50,000.00	270,000.00	240,000.00	240,000.00	240,000.00	240,000.00	1,230,000.00
Training		-	-	500,000.00	500,000.00	500,000.00	500,000.00	500,000.00	500,000.00	2,500,000.00
Other Personnel Costs (e.g. Uniform)		40	500.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	100,000.00
Total Staff Costs				896,000.00	4,702,000.00	4,672,000.00	4,672,000.00	4,672,000.00	4,672,000.00	23,390,000.00
Electricity				12,000.00	144,000.00	144,000.00	144,000.00	144,000.00	144,000.00	720,000.00
Water				5,000.00	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	300,000.00
Natural Gas				5,000.00	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	300,000.00
Repacking Supplies				6,000.00	72,000.00	72,000.00	72,000.00	72,000.00	72,000.00	360,000.00
Total Occupancy Costs				28,000.00	336,000.00	336,000.00	336,000.00	336,000.00	336,000.00	1,680,000.00
Landline + Internet				6,750.00	81,000.00	81,000.00	81,000.00	81,000.00	81,000.00	405,000.00
Cell Phone + Sim Card + Load		1	1,040.00	1,040.00	3,240.00	2,400.00	2,400.00	2,400.00	2,400.00	12,840.00
Office Supplies				8,000.00	36,000.00	36,000.00	36,000.00	36,000.00	36,000.00	180,000.00
Cleaning Supplies				1,000.00	3,500.00	2,500.00	2,500.00	2,500.00	2,500.00	13,500.00
Marketing and IEC Costs		-	-	350,000.00	350,000.00	350,000.00	350,000.00	350,000.00	350,000.00	1,750,000.00
Total Administrative Costs				366,790.00	473,740.00	471,900.00	471,900.00	471,900.00	471,900.00	2,361,340.00
Building Insurance		1	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	250,000.00
Vehicle Insurance		2	30,000.00	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	300,000.00
Permits Renewal				-	-	30,000.00	30,000.00	30,000.00	30,000.00	120,000.00
Total Insurance and Permits Costs				110,000.00	110,000.00	140,000.00	140,000.00	140,000.00	140,000.00	670,000.00
Fuel		23.8	50.00	23,800.00	285,600.00	285,600.00	285,600.00	285,600.00	285,600.00	1,428,000.00
Total Transportation Costs				23,800.00	285,600.00	285,600.00	285,600.00	285,600.00	285,600.00	1,428,000.00
Contingency Fund (10% of Operating Costs)				142,459.00	590,734.00	590,550.00	590,550.00	590,550.00	590,550.00	2,952,934.00
Repairs and Maintenance Fund (10% of Capital Costs)				2,093,760.00	2,093,760.00	2,093,760.00	2,093,760.00	2,093,760.00	2,093,760.00	10,468,800.00
TOTAL OPERATING COSTS				3,660,809.00	8,591,834.00	8,589,810.00	8,589,810.00	8,589,810.00	8,589,810.00	42,951,074.00

Table 8-13. Projected Capital Costs (High Estimate)

CAPITAL COSTS		Quantity	Unit	Cost
Warehouse Acquisition		1	15,000,000.00	15,000,000.00
Warehouse Equipment	Industrial Refrigerator	2	50,000.00	100,000.00
	Packing Table	4	4,000.00	16,000.00
	Industrial Shelves/Racks	6	10,000	60,000.00
	Service Cart	3	4,000.00	12,000.00
	Fire Extinguisher	4	2,000.00	8,000.00
	Emergency Lights	4	3,000.00	12,000.00
	Padlocks	2	1,200.00	2,400.00
	Trays	30	350.00	10,500.00
Cooking Supplies	Pan, pots, spatula, tongs, etc	-	-	50,000.00
Solid Waste Mgt Supplies		-	-	10,000.00
Vehicles		2	2,250,000.00	4,500,000.00
Office Furniture	Chairs	10	500.00	5,000.00
	Tables	6	4,200.00	25,200.00
	Filing Cabinet	6	5,000.00	30,000.00
Office Equipment	Airconditioning Unit	1	15,000.00	15,000.00
	Printer	2	15,000.00	30,000.00
	Water Dispenser	1	5,500.00	5,500.00
	Whiteboard	4	4,000.00	16,000.00
Computer Equipment		6	30,000.00	180,000.00
IT Database Setup		-	-	500,000.00
Permits (incl. Acquisition of Recquired Documents)		-	-	60,000.00
Mobilization Fund		-	-	300,000.00
TOTAL CAPITAL COSTS				20,947,600.00

Table 8-14. Projected Total Costs (High Estimate)

COSTS	First Month	First Year (START-UP)	2nd Year	3rd Year	4th Year	5th Year	GRAND TOTAL
Operating Costs	3,660,809.00	8,591,834.00	8,589,810.00	8,589,810.00	8,589,810.00	8,589,810.00	42,951,074.00
Capital Costs		20,947,600.00	-	-	-	-	20,947,600.00
TOTAL	24,608,409.00	29,539,434.00	8,589,810.00	8,589,810.00	8,589,810.00	8,589,810.00	63,898,674.00

C. Estimating the Food Cost

As in the benefit costing exercise above, we are faced with a dearth of data on the operating costs of food donation schemes in the Philippines. However, the simplicity of the food donation business model has a lot of similarities across the most successful business models in other countries. We can therefore get a sense of the cost profile of the business if it were set up in the Philippines by taking a look at the most successful ones abroad.

Feeding America is probably the largest food donation network in the world. Its network of partners and donors reaches across the U.S. In 2018, it was able to rescue 3.5 billion pounds of food which it used to feed 40 Million people by providing 4.2 billion meals.³² Together with Google.org, it has developed a website, Mealconnect that their partners use to manage and monitor activities as well as identify new opportunities. Currently, over 2,500 organizations regularly use the website which is free and is seen to be user friendly. Its financial statement, which is on its website shows that it spent \$2.9 Billion to feed 40 Million people. This comes out to \$72/person fed (Php3,699).

D. Total Per Capita Costs

The per capita costs to be spent by FSN in terms of estimated per capita cost of donated food and operations therefore amounts to **Php38,775.17 (Php3,699 + Php35,074.17)**.

8.4.4 Limitations of Each Estimate

Before we use the above estimates to arrive at a conclusion regarding the economic feasibility of the FSN model, it would be useful to first take stock of the limitations of each estimate. Each has some serious limitations mainly brought about by the lack of relevant data.

A. Benefits

Averted social cost of child malnutrition – this cost represents the costs in terms of health interventions to address malnutrition among children 0-5 years as well as the lifelong effects in terms of reduced productivity of this cohort as they enter the workforce. The lack of data on the effect of feeding programs on malnutrition forces us to assume that a nationwide network of feeding programs would result in averting the total health and social costs of malnutrition. This would certainly overestimate the beneficial effect of the feeding program since addressing malnutrition involves more than just feeding the hungry. Such an overestimate is somewhat mitigated by the non-inclusion in the benefit estimate of the reduction in morbidity that one would expect when the chronically hungry are fed.

Averted cost of waste disposal – aside from using regional costs as proxy for Philippine costs, the estimate does not include the monetized value of the beneficial environmental effect of waste avoidance. Thus, this benefit is probably underestimated.

B. Costs

The estimations on the prices of the facilities and equipment stated on the capital and operating costs may vary depending on the current economic market as well as the exact amount needed in the operation which would probably under or overestimate the costing. Comparing with franchising established food businesses here in the Philippines shows that the costing estimated is generally average.

The absence of data on the capital and operating costs of food banks and feeding programs in the Philippines forces us to use the financial data of the Feeding America food network which is available on their website. The data shows the operating expenses involved in providing meals to their clientele for one year. Using this as proxy for operating a nationwide network in the Philippines would probably overestimate the Philippine cost due to their difference in size and reach. However, this cost estimate does not include the investment costs involve in

³²<https://www.feedingamerica.org/>

establishing the network and setting up the systems (communications, transport, management systems, etc.) needed to operate and manage the network. These factors could possibly offset each other, thereby giving a fairly accurate estimate of the cost of setting up and operating a similar network in the Philippines.

8.4.5 Comparing the Costs and Benefits

Because of the above issues surrounding the estimates, one should exercise caution in arriving at conclusions on the basis of these estimates. Since the possible error range in these estimates could be quite large, it would be useful to view them not as exact values but as estimates representing orders of magnitude that would allow some ranking of what these values represent. Thus, if one compares the value of the per capita social benefit that FSN could potentially bring per stunted child is about **Php 154,924.77** with the total estimated per capita cost of donated food and operation (**Php 38,775.17**).

The per capita cost operating the FSN pales in comparison with the per capita benefit per stunted child that the project could generate even if only orders of magnitude are considered. Thus, one could conclude with some sense of confidence that the project would result in a net social benefit and is therefore worth carrying out.

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APPENDIX 1. CONSULTANCY AGREEMENT

WWF

CONSULTANCY AGREEMENT

KNOW ALL MEN BY THESE PRESENTS:

This agreement made and executed this 7th day of December 2018, at Quezon City by and between:

KABANG KALIKASAN NG PILIPINAS FOUNDATION, INC., a non-stock, non-profit corporation duly organized and existing under Philippine law, with principal office located at 4th Floor, JBD Plaza, #65 Mindanao Avenue, Bagong Pag-asa, Quezon City, and also known as WWF- Philippines, herein represented by Jose Angelito M. Palma, President and CEO (hereinafter "**KKPFI**") :

-And-

GECC ENVIRONMENTAL SERVICES, with address at 1701 Centerpoint Condominium, Julia Vargas Ave., Ortigas Center, San Antonio, Pasig, Metro Manila, herein represented by Welesito M. Rombaua, CEO (hereinafter the "**Consultant**")

Subject to the terms and conditions hereinafter set forth, the parties hereby agree as follows:

- I. Retention and Description of Services.** During the term of this agreement, the Consultant will furnish consulting services and advice specifically requested by KKPFI, more specifically described in the Statement of Work, hereto attached as Attachment I.
- II. Term of Agreement.** Consultancy work for the **Feasibility Study of a Food Donation Program** begins on **December 07, 2018** and ends on **May 21, 2019** unless earlier terminated pursuant to paragraph VII of this Agreement, or extended by mutual written agreement of the parties within the period herein provided.
- III. Compensation.** The total compensation under this agreement shall not exceed One million seven hundred fifty-five thousand nine hundred thirteen pesos and sixty cents (Php **1,755,913.60**) inclusive of VAT and withholding tax as prescribed by the Bureau of Internal Revenue. Payments will be made subject to the submission of the following: (i) any specified deliverables and their acceptance by the **Project Manager Ms. Melody Melo-Rijk**; and (ii) invoice(s) detailing services rendered and expenses incurred. It is to be understood however that the consultant will retain financial records for this agreement for three (3) years. The Final invoice shall be submitted to KKPFI not later than thirty (30) days upon completion of this agreement.
- IV. Schedule of Submission and Payments:**
 - A. For the study, the Consultant shall be paid five tranches as follows:

Deliverables and Payments	Due Date of Submission	Amount (Php)
✓ • First payment (20%) – upon signing of the contract by both parties and submission of approved work and financial plan with detailed timelines, deliverables and cost breakdown, covering the entire duration of the contract	12/07/2018	351,182.72 ✓
✓ • Second payment (20%) – upon submission of the inception report	01/15/2019	351,182.72 ✓
• Third payment (30%) – upon submission of the environmental, political, socio-economic, and institutional assessment findings, assessment-related documentations (trip reports, photographs, attendance sheets, etc.), conceptual model/framework of a food donation program	03/19/2019	526,774.08
• Fourth payment (15%) – upon draft feasibility study for a food donation program, presentation of the draft to the project stakeholders, annexes comprising research tools and references	04/23/2019	263,387.04

1,755,913.60

• Fifth and final payment (15%) – upon submission of the final copy of feasibility study for a food donation program	05/21/2019	263,387.04
Total		1,755,913.60

*Payments will be released within 30 days after the approval of deliverables

- V. Funding.** It is to be understood that funding will be provided by the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU). Notwithstanding this or anything to the contrary herein, KKPFPI's obligation to make payment to Consultant in accordance with this Agreement is not premised or conditional upon or subject to KKPFPI receiving funding first. However, it is also to be understood that any delay or error in the project deliverables on the part of the Consultant may affect KKPFPI's capacity to make timely payment to consultant.
- VI. Technical Director.** KKPFPI appoints VP for Project Development, Luz Teresa Baskiñas, to serve as Technical Director under this Agreement.
- VII. Coordinators.** Both parties concur that Ms. Liezl Stuart del Rosario, Policy Specialist of WWF Philippines' The Sustainable Diner Project and Ms. Mary Kristalin Mallari, Junior Environmentalist of GECC Environmental Services, will serve as coordinators under this agreement.
- VIII. Termination.** KKPFPI may terminate this Agreement for any reason upon 30 days' notice by registered mail addressed to the other party. In the event such notice is given to the consultant by KKPFPI, the latter shall not be obligated to pay for any work performed or expenses incurred after the date termination. Upon receipt of the written notice, the Consultant undertakes that he/she will comply with instructions of KKPFPI as to disposition.
- Upon termination, the Consultant shall promptly submit to KKPFPI a final technical report, a final financial report, and any unexpected project funds. The Consultant undertakes to comply with all termination close-out procedures required by the funding source.
- Should KKPFPI terminate the study after it has been commissioned, KKPFPI shall pay that proportion of the payment that covers all work carried out and financial commitments entered into by Consultant prior to the date of termination.
- VIII. Non-Assignment Clause.** The Consultant recognizes that his/her special expertise is an important factor in the execution of this agreement and may not assign his/her work without KKPFPI's written Consent.
- IX. Independent Consultant.** The Parties agree that the Consultant is retained as independent consultant and not as an employee, partner or agent of KKPFPI or any company affiliated with KKPFPI. Consultant is not entitled to any medical coverage, life insurance or other benefits afforded to KKPFPI's regular employees, or those KKPFPI's affiliated companies.
- X. Copyrights, Etc.** It is to be understood by the parties that all project output and deliverables created by the Consultant on an exclusive basis for KKPFPI pursuant to this Agreement, whether during or after agreement, including but not limited to films, photographs, graphic works, video recording, books, articles, writings, and audio recordings and all materials embodying such works of authorship as set out in this Agreement (hereinafter "Works" or "deliverables"), were specifically commissioned by KKPFPI and created by the Consultant for and on behalf of KKPFPI. As such, these Works shall be considered as Works-Made-For-Hire, as such word is defined in Republic Act No. 8293, also known as the Intellectual Property Code of the Philippines.

The Consultant hereby irrevocably transfers and assigns to KKPFPI's successors and assigns, Consultant's entire right, title and interests in and to the copyright of the Works, any and all registrations and applications for registrations thereof, and the right to apply for registrations thereof. For this purpose, if requested in writing by KKPFPI, the Consultants shall take whatever reasonable steps necessary to assist KKPFPI in asserting and perfecting such rights. Consultant shall not be entitled

to use any of the Works except to the extent agreed to in writing by the parties. In the event that any or all of the works are not Works-Made-For-Hire, then this Agreement shall be deemed an irrevocable assignment by the Consultant in favor of KKPFI of all his/her rights and interests in the copyright to the works.

- XI. Internal and External Publication.** Project output and deliverables should include the submission of project papers in WWF Technical Report Format and in the KKPFI internal publication format to be published as KKPFI internal publication. It is to be understood however that publication of the work will not be limited to internal publication. Consultant shall also endeavor to publish said work in peer-reviewed international journals.
- XII. Use of Reference Materials.** Upon termination of the contract and as a condition for the release of whatever payment due to the consultant, all reference materials, original and photocopy that was provided by KKPFI in the course of the study, if any, must be returned by the Consultant.
- XIII. Release of Liability.** It is to be understood by the parties that KKPFI shall not to be held liable for any losses, damages, and other liabilities arising out or in connection with the activities or performances of the Consultant under this Agreement.
- XIV. Arbitration.** In the event that there is any dispute or disagreement between the parties concerning the implementation of this agreement, the parties agree to discuss the problem among themselves, with the end of resolving the matter amicably. If the matter cannot be resolved in this manner, then the parties and/or their respective lawyers shall appoint a third person to act as Chairman of the Arbitration Committee which shall include the parties' respective counsels. If the parties are still not able to reach an agreement, notwithstanding the findings of the arbitration committee, then either party may submit the arbitration matter in Philippine Dispute Resolution Center, Inc in accordance with PDRCI Rules.
- XV. Controlling Law.** This Agreement shall be deemed a contract made under, and shall be construed and enforced in accordance with Philippine laws applicable to contract fully executed and performed therein.
- XVI. Taxes.** The Consultant shall be solely responsible for whatever taxes due to/from him/her under this agreement. For this purpose, KKPFI shall withhold taxes from the Consultant's compensation subject to the rate required by the Bureau of Internal Revenue.
- XVII. Issuance of Official Receipt.** the Consultant shall issue the corresponding official receipt upon acceptance of the payments for professional fees as required pursuant to Chapter II, Sec 237 of the Tax Reform Act of 1997, which states that "(a) all persons subject to an internal revenue tax shall, for each tax or transfer of merchandise or for services rendered valued at one hundred pesos (P100.00) or more, issue duly registered receipts or sales commercial invoices, prepared at least in duplicate, showing the date of transaction, quantity, unit cost and description of merchandise or nature of services.
- XVIII. Government Officials and Employees.** The Consultant shall make sure that no Assistance, payments, or anything of value (monetary or otherwise), shall be made, promised, offered to, or accepted by any government employee or Official, if the same shall be : (i) in violation of any Philippine Laws or other applicable laws or regulation, including but not limited to Republic Act no 3019; also known as Anti-Graft and Corrupt Act; (ii) without the express consent of the government for which the employee or official works for; (iii) is unreasonable, and not directly related to the activities covered by this agreement. In the event that the Consultant is at the same time a government official or employee, nor influence the same, the Consultant shall ensure full compliance with this provision, and to provide KKPFI with documentation demonstrating such compliance, if requested.
- XIX. Construction in case of Ambiguity.** Any ambiguity in this agreement shall be resolved by giving precedence in the following order : (i) Consultancy Agreement; (ii) Additional Standard Provisions

for Funding Agreements, if separately attached: (iii) Detailed Project Budget, if separately attached; and (iv) Detailed Statement of Work, if separately attached.

XX. Penalty clause for delay. Failure to deliver any deliverable according to the mutually agreed timelines pursuant to this Agreement and the statement of work hereto attached as attachment I shall, subject to Section XIII(A), entitle KKPFPI to receive a maximum compensation amount equivalent to, per business day, 1/10 of 1% of the price of the affected portion of the project which has been delayed in accordance herein; provided, however, that (i) Consultant shall have a five (5) business days' grace period; (ii) such compensation is not payable if the failure is due to a force majeure event, KKPFPI's failure or delay in providing Consultant with necessary KKPFPI Input, or changes requested by KKPFPI to specifications; (iii) such compensation shall not exceed the total amount of the affected portion of the project, and (v) the Consultant shall deduct the relevant compensation amount from payment due by KKPFPI. For the avoidance of doubt, this clause sets out KKPFPI's sole and exclusive remedy for failure to deliver due to a delay on the part of the Consultant.

XXI. Entire Agreement. This Agreement constitutes the parties and there are no other promise or conditions in any agreement whether oral or written. This Agreement supersedes any prior written or oral agreements between the parties.

If any provision of this Agreement shall be held to be invalid or unenforceable for any reason, the remaining provisions shall continue to be valid and enforceable. If a court finds that any provision of this Agreement is invalid or unenforceable, but that by limiting such provision it would become valid or enforceable, then such provision shall be deemed to be written, construed, and enforced as so limited.

If any provision of this Agreement shall be held to be invalid or unenforceable for any reason, the remaining provisions shall continue to be valid and enforceable. If a court finds that any provision of this Agreement is invalid or unenforceable, but that by limiting such provision it would become valid or enforceable, then such provision shall be deemed to be written, construed, and enforced as so limited.

XXII. Termination. This Agreement may be terminated by either party upon thirty (30) days written notice to other.

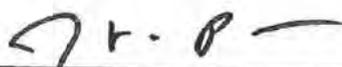
XXIII. Governing Law. This Agreement shall be construed in accordance with and governed by laws of the Republic of the Philippines.

SIGNED on the date and at the place first written above.

**KABANG KALIKASAN NG PILIPINAS
FOUNDATION INC.**

GECC ENVIRONMENTAL SERVICES

By:



JOSE ANGELITO M. PALMA



WELESITO M. ROMBAUA

SIGNED IN THE PRESENCE OF:

ACKNOWLEDGEMENT

REPUBLIC OF THE PHILIPPINES)

MANUALUYONG CITY, **DEC 07 2018**
I certify on this _____ day of _____, 2018, before me, a notary public duly authorized in the city named above to take acknowledgements, personally appeared:

<u>Name</u>	<u>Passport/Driver's License/ SSS No.</u>	<u>Date/Place of Issue</u>
Jose Angelito M. Palma	SSS# 03-7964068-3	Quezon City
Welesito M. Rombaua	Passport# HP980092	London

who were identified by me through competent evidence of identity to be the same persons described in the foregoing instrument, who acknowledged before me that their respective signatures on the instruments were voluntarily affixed by them for the purposes stated therein, and who decided to me that they have executed the instrument as their free and voluntary act and deed and the authority to sign on behalf of their respective principals.

IN WITNESS WHEREOF, I hereunto set my hand and affix my notarial seal on the date and at the place above written,

Doc. No: 401 ;
Page No.: 93 ;
Book No.: 119 ;
Series of 2018

ATTY. JAMES K. ABUGAN
NOTARY PUBLIC
Until Dec. 31, 2018
IBP No. 021498/ 1-5-2018
Rizal Chapter
Roll No. 26890
MCLE No. V-0004484-10/31/2014
PTR # 3369955 - 01/05/2010
Manualuyong City
TIN # 116-239-956
Tel. 631-40-90

APPENDIX 2. TERMS OF REFERENCE

TERMS OF REFERENCE

Feasibility Study for a Food Donation Program in the Philippines

I. BACKGROUND OF THE PROJECT

The “*Sustainable Consumption and Production (SCP) in the Philippines*” otherwise known as “**The Sustainable Diner: A Key Ingredient for Sustainable Tourism**” is a three-year project funded by the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB) as part of their International Climate Initiative (IKI), and accredited under the United Nations 10 Year Framework (10YFP) Programme on Sustainable Food Systems. The project aims to contribute to the Philippines’ capacities for integrating and making better use of SCP principles in national policies, private businesses and civil society as a means for living up to their national climate strategies (See Annex A).

In the Philippines, the focus is on reducing carbon emissions and food waste in the food service industry of three key cities. Recommendations and guidelines on sustainable consumption and production will be developed and integrated into national policies. Businesses and consumers will be informed about the benefits of sustainable production and consumption practices, will be supported through capacity building and development, and will be encouraged to communicate these to trading partners and fellow consumers. The multi-sectoral approach (government, business, and consumers) provides the excellent opportunities for long-term impact and broad dissemination.

SCP, as defined in the Oslo Symposium in 1994 of the Norwegian Ministry of Environment, is the use of services and related products, which respond to basic needs and bring a better quality of life while minimizing the use of natural resources and toxic materials as well as the emissions of waste and pollutants over the life cycle of the service or product so as not to jeopardize the needs of further generations. In 2011, United Nations Environment Programme (UNEP) supplemented SCP as a holistic approach to minimizing the negative environmental impacts from consumption and production systems while promoting quality of life for all.

To further heed the call for action on sustainable development, UN members in September 2015 come to an agreement for a new, ambitious sustainable development roadmap for the next 15 years. A list of 17 Sustainable Development Goals (SDGs), replaced the eight Millennium Development Goals. SDG 12 which promotes responsible consumption and production serves as the most relevant to the project. Attaining Goal 12 requires a strong national framework for SCP that is integrated into governmental strategies and policies, adherence to sustainable business practices and consumer inputs, coupled with proper resource management.

Given the magnitude and range of work and technical expertise necessary to conduct a feasibility study on food donation program in the Philippines, the WWF seeks to employ the services of a research consultant/ consultancy firm.

II. DESCRIPTION OF THE ASSIGNMENT

Food waste is a pressing global and national crisis. As tons of food are wasted everyday, 3.6 million Filipino families were recorded as “hungry” in the last quarter of 2017. The Sustainable Diner Project seeks to help mitigate the problems of food waste and hunger in the country through various initiatives and one of which is a food donation program. To pursue this aim, WWF-Philippines will need the guidance of a study on the feasibility of a food donation program. The study is expected to result in a most workable food donation program model.

III. SCOPE AND COVERAGE

A food donation program is viewed to be a way to respond to food waste issue and mitigate hunger in the country. At present, there are undertakings towards food donation and redistribution. They vary in modality, type of food donated, and distribution process, among others. Both existing and budding food donation programs in the Philippines would benefit from the findings of a feasibility study and a viable food donation program model.

The feasibility study considers the factors that are integral to the sustainable operation of a food donation program. These include, but are not limited to, the following:

Legal/regulatory factors

What are the national and local laws/policies that favor the operation of a food donation program?

What are policies that may encumber the operation of a food donation program?

What policies can be lobbied and implemented to make food donation program a regulated and safe options for restaurants?

Should the regulation of a food donation program be incumbent upon the national government? If so, what specific government office should perform this responsibility?

If not, should the regulation be devolved to the local government?

Type and Volume of food to be donated

What food-safe items are available throughout the supply chain? Highly perishable (fresh meat, seafood, ripe fruits, cooked food), non-perishable food products (canned goods, all pasta types, sugar, flour, spices, etc.), or combination of both?

How much food can possibly be collected daily given the number of donors?

Packaging of food to be donated

How should the food surplus be portioned?

What materials should be used in packaging the donated food items?

Food safety screening

What office could be responsible for food safety regulation?

Should this be a responsibility of the national government agencies and/or the local government units?

What criteria should be used to determine the safety of the donated food items?

Distribution process

Who will be tasked to distribute the donated goods?

What is the optimum food redistribution scheme?

What is the optimum food redistribution schedule (once a day, twice daily, etc.)?

What are the possible handling, processing, distribution barriers to be considered?

Donors

Where can food-safe surplus be sourced? (restaurants, grocery stores, hotels, etc.)

How can the donors be protected from any liability?

What benefits can donors enjoy from participating in the program?

Identified beneficiaries

Who should qualify as beneficiaries of the program?

How will they be engaged and organized?

What is their demographic profile?

How many target beneficiaries is the program aiming for?

Human resources

What are the minimum human resources required for a functional food donation program?

What are the roles of each program staff?

Should the manpower be on volunteer basis, salaried, or a combination of both?

How will the duties be distributed among the workforce?

Organization and management

What will be the effective organization and structure of the food donation program?

Will it be run as a profit or non-profit program?

How should a food donation program be legally structured, governed, and managed?

How will the individuals/units that run the program interact with one another and with beneficiaries, communities, and other organizations and institutions?

Which government agency or office has potential jurisdiction over food donation?

Should the program be managed or regulated at the national or the local government?

Financial scheme?

What is the financial feasibility of a food donation program?

What is the recurring cost of the said program?

Who will finance the recurring cost of the program?

How will the operation of the program be financed?

What is the planning period (in years) for the financial scheme?

IV. Roles and Responsibilities

1. World Wide Fund for Nature Philippines (WWF)

While WWF shall hire a consultant/ consultancy firm, WWF shall remain the overall in-charge of the project and undertake activities that are within its scope and expertise.

- a. Partake in the briefing sessions of the consultant/ consultancy firm;
- b. Assign staff to coordinate the requirements of the consultant/ consultancy firm;
- c. Review and approve the proposed food donation program model and other deliverables; and
- d. Provide technical inputs on draft deliverables, if necessary.
- e. Facilitate linkage with agencies/organizations that contribute to policy development

2. Consultant/ Consultancy Firm

A feasibility mission should result in a study presenting a food donation program's viability set against the socio-political situation in the country and the specific design and planning document for the implementation of such a program. This mission will end with a stakeholder workshop where the findings of the study and a food donation program model will be presented and discussed.

Report Outline:

a. Executive Summary

The executive summary provides a thorough overview of the details contained within the feasibility study document.

- b. **Description of the Program**
This section provides a high level description of the food donation/redistribution program, which WWF is planning to endorse. This section must be able to capture what the rationale and objectives of the program are as well as its benefits to the targeted population.
- c. **Environmental Assessment**
This section determines the current situation that justifies the need for a food donation program and specific factors that may support or encumber the creation of which.
- d. **Review of existing food donation programs and their models**
This part provides a comparative analysis of existing food donation program models in the country after discussing in detail each model's components.
- e. **Implementation Strategy**
This part discusses how the food donation program is to be operationalized through a detailed action plan or guidelines. It also explains how the food donation program will gain traction from the introduction phase to full-swing operation stage.
- f. **Organization and Staffing**
This section provides reference in designing the organizational structure and in determining the staffing requirements of the food donation program.
- g. **Implementing Actors**
This section enumerates the players that ideally form the network that operates the food donation program, from the collection, to storage, and distribution of edible food donated by businesses to food banks.
- h. **Schedule**
This section presents a proposed timeframe for the program implementation, which is subject to change during the planning session of the actual stakeholders and implementing actors.
- i. **Financial Projections**
This part shows a forecast of expenses that running a food donation program entails. Typically, the projection accounts for internal data and will include a prediction of external factors. This preferably includes short- and mid-term financial projections.
- j. **Findings and Recommendations**
This section summarizes the findings of the food donation feasibility study and explains the pros and cons of the program. It also presents recommended program scale and the course of action to meet the program requirements.

Work Stream	Deliverables
Work and financial plan	a. Signed contract by both parties b. Work and financial plan
Submission and presentation of the food donation conceptual model/framework	a. Assessment-related documentations (trip reports, photographs, etc.) b. Conceptual model/framework of the food donation program
Submission and presentation of the draft feasibility study	a. Draft feasibility study for a food donation program b. Annexes comprising research tools and references c. Presentation of the draft feasibility study for a food donation program to the stakeholders
Submission and presentation of the final draft of the feasibility study	a. Final copy of the feasibility study for a food donation program

VI. DURATION

April 2018 – January 2019 (nine months/three quarters)

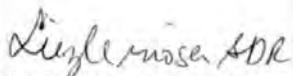
VII. EVALUATION CRITERIA

Criteria for Selection of Consultants	Perfect Score	1	2	3	AVERAGE
Work experience of the Consultancy firm relevant to the assignment	3				
Qualifications and competence of the consultants for the assignment	3				
Adequacy of the technical proposal	4				
TOTAL	10				

VIII. REQUIRED DOCUMENTS FOR BID

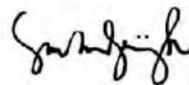
1. Letter of interest addressed to Ms. Melody Melo-Rijk, Project Manager
2. Company profile
 - Summary of past projects that are relevant to the assignment
 - BIR registration
 - Copy official receipt
3. CVs of principal technical experts to be engaged in the project
4. Technical proposal
5. Cost proposal
6. Most recently audited financial statement
7. Record of most recent engagements

Prepared by:



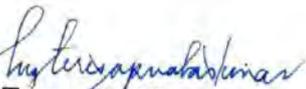
Liezl R. Stuart del Rosario
Policy Specialist

Reviewed by:



Melody Melo-Rijk
Project Manager

Noted by:



Ms. Luz Teresa Baskiñas
VP for Project Development

APPENDIX 3. TRANSCRIPT OF INTERVIEWS

The following are transcripts of the interviews done. Alternative respondents were identified to capture the perspective of a group. For example, additional LGU respondents had been identified, at the level of policy making and program implementation since LGU-led Food Donation Program is being considered in this study.

10.3.1 MAC EDSSEL FLORENDO

Founder of Food Rescue - Philippines

Date – May 31, 2019

Location – Seattle's Best Coffee, SM Megamall.

We arrived to Seattle's Best Coffee about twenty-five minutes early. The coffee shop is small but cozy. However, their radio is a bit loud. Minutes later, our respondent arrived at the coffee shop, wearing a casual gray shirt. The interview was comfortable without any issues throughout.

Question: Can you tell me about your current position? Where do you work right now?

Response: Currently an ESL Teacher, used to work in a media company, co-founder of Food Rescue Philippines. It started as a school organization that was in 2015, I was in college. The reason why I learned about that, I joined a program YSEALI – Young Southeast Asian Leaders Initiative – a program by President Obama. Environmental Program, we get to meet groups, organizations, including Boulder Food Rescue, Colorado. I got to meet Hannah, the founder. And I thought the idea was pretty simple, talking to establishments, ask if they have excess food, and what do they do with it. Kung wala naman, why not we collect it, bring it to the nearest shelter, prepare the food as soon as possible. Sabi ko, I'm not sure if we have this program in the Philippines. Although we have the culture na kapag may sobra, binibigay natin sa iba. Food Rescue is volunteer-based. Most volunteers have full time jobs.

Question: Is there some form of regularity in that volunteer? Is it as-need or as-time-allows kind of scheduling?

Response: The regular donors, we work with, like Wild Flour, a bakery. They have to serve fresh bread everyday. So yung mga hindi nabebenta, we collect it twice a week. 8-10 kilos would be worthwhile to rescue, 1 person can do that. Pero si Wild Flour, meron syang number of partners na rin, like Bantay-Bata. They food rescue. That's in Manila but when I started 2015/16, we regularly do it at a public market in Dumaguete, in Siliman cafeteria. It's a small city that's why it was easy to do it daily.

Question: you mentioned co-founder, who are the other founders?

Response: Food Rescue Philippines started as Food Rescue ASEAN, for this YSEALI thing, we were required to help a project after the program, so I teamed up with Malaysian friends, in Kuala Lumpur. Late last year, we decide to do it respectively, kasi iba situation per country. Right now, I'm looking for people who think like I do, or think better than I do, in Manila. Kasi di naman ko taga-dito.

Question: How do you express that wish to get more people?

Response: Social Media is a powerful tool. Facebook. Join events. When you join this program, you're already a part of a Youth network or Alumni Network.

Question: What is the objective? To prevent food wastage? Was that in mind? Aside from complying with the program you joined? What was the underlying motivation for you?

Response: One thing is, the problem is right in front of you. Food. Paano kapag di mo naubos? Then it goes back to Filipino values, dapat ubusin mo yan, madaming nagugutom sa mundo. Same thing as what's the first thing you think of when you wake up in the morning, diba food? Especially for the mothers, who prepare. Then if you think kung saan ba talaga nanggaling yung pagkain natin, local farmers? Then imagine wala na interested sa farming sa Pilipinas. So food rescue is a very simple way in supporting local farmers, it is one thing we can do in respecting food and the environment as well.

Question: Are there any components/part of the program, besides the donor and beneficiary? Is there cross-cutting component, IEC, etc.?

Response: The model in Dumaguete was very simple. It's a small city, we have 1 contact, and we use to do our logistics in bike deliveries, deliver to beneficiaries. It's simple, pick it up - deliver. When I move here in Manila, parang impossible.

Question: How do you identify your donors?

Response: Since we started it, we think of raw fruits and vegetables. But we don't pick up cooked food, no meat, no dairy, no frozen food, no fruits, kasi madali masira. For vegetables, it's easy kasi once you get it you can slice off the bruised area, you can just wash it.

Question: So do you do that? Once you get the food, you process it in terms of repacking/cutting?

Response: No. Selecting donations goes to three phases:

1. Educate donor about Food donation act, whatever you donate should be wholesome.
2. In selection, we look at it, aamuyin namin, hahawakan namin.
3. Beneficiaries has requirements, they should have a kitchen and food storage.

Question: How do you engage with donors?

Response: First time I did it sa public market, I sat down on a market and observe vendors. Lumapit lang ako sa isang vendor, nagtanong ako, "ate, 'pag di nabenta 'to, san napupunta?" They give discount before they close, itatapon yung mga hindi nabenta. "Alam niyo po ba yung food rescue? Diba nagbebenta lang naman kayo para mapakain yung mga tao, nandyan naman yung pagkain para sa tyan ng tao, hindi para sa basurahan". So that's one way of educating them. "okay lang ba ate na kukunin namin, tapos dadalhin namin sa simbahan, para lutuin." Very casual, informal.

Question: Do donors have any expectations from giving?

Response: We report to them directly, we show pictures, stories, etc. Example, for 1 month you give, you have fed 200 kids.

Question: Is there any discussion about liability? Wala pa naman nagkakasakit?

Response: So far, wala pa naman. It's something that we're very careful.

Question: Is that part of your agreement with them?

Response: Yeah, and we don't force donors din naman to donate.

Question: Do you have a formal agreement with, example, Wild Flour?

Response: I wouldn't say formal, actually e-mail lang. I know one of the chefs, we met in an event.

Question: So, essentially donors also don't want to be too formal about this?

Response: Yes.

Question: How do you identify your beneficiaries?

Response: Beneficiary is the nearest shelter or orphanage from the donor.

Question: For example in a regular market/public market, how much food do you rescue?

Response: In Balintawak, twice a month (two Saturdays, depende sa volunteers) 2 volunteers. 80 kg in 45 minutes.

Question: How many volunteers do you think would require, say a Balintawak Market, so that Food Rescue would be more optimal?

Response: 5-6 persons. 1 person can do 80kg, as long as meron syang container at transpo. 1 rescuer, 1 assist.

Question: How far usually is the beneficiary?

Response: 30 minutes away, by car.

Question: What do they do after?

Response: They unload, sort it out. Beneficiaries will sort out. The requirements for beneficiaries are kitchen, resident cook, food storage.

Question: How much time a volunteer have in a food rescue activity or trip?

Response: 2-3 hours in Manila, in Dumaguete, 1 hour. The way we do it in Dumaguete, iiwan lang namin yung container, sila na maglalagay sa. Here in Manila, we're still establishing

Question: Who shoulders transportation?

Response: Volunteers shoulder transportation. Some beneficiary shoulder gas as pasasalamat. Some also pick up. We gather, they pick up.

Question: How's the proportion?

Response: 1:1 – rescue:beneficiary. We have to determine the number of members ng isang shelter. Example, 1 barangay, 12 families. If we knew, we had to feed, let's say 5 barangays, then we have to get more.

Question: So, what goes first? Identifying beneficiary, the volume of demand from them?

Response: Identifying your donor or kung gusto ba talaga nila magbigay.

Question: How do you ensure food safety in your program?

Response: We have to be experts in food handling. I got a Basic Food Handling Certificate in Food Safety and Hygiene Academy of the Philippines, Food SHAP.

Question: What did you learn? How did the training changed the way you do things in Food Rescue?

Response: We required beneficiaries to have a kitchen. Even the conditions on how we deliver it and time. We need to consider the time and distance in delivering it to the beneficiaries. Also in handling the food while in transit and the skill in visually determining which food is still wholesome to eat.

Question: Are there any regulation that you have to go through in continuing your program, like do you need to be registered in local government unit?

Response: We just got registered in SEC. Recently, this february, I guess.

Question: Do you interact with other organizations doing food donation here in the Philippines?

Response: No.

10.3.2 MONICA ACLAN

Operation & Programs Manager of Project Pearls

Date – June 13, 2019

Location – Project Pearls Office, PBSP Building, Magallanes St. Corner Real St., Intramuros, Manila.

The office of the respondent is a shared-room but they are located on the top floor of it. It has a reception area with two comfortable chairs and a round table with a game of Sungka. Three women welcomed me and the one wearing a blue blouse is the respondent. The interview was comfortable even if we are in a shared room and the respondent is friendly.

Question: Can you tell me about your current position?

Response: I am the Operation & Programs Manager. In charge with partnerships and sponsorships. I coordinate with companies and individuals na gusto magsponsor. Coordinate with special events like workshops and other admin tasks. I also support our executive director in applying grants.

Question: When did Project PEARLS started? How long have you worked here?

Response: Project PEARLS started in 2010, I started working in the company on 2015.

Question: What motivated your organization to embark into a feeding program? What do you intend to achieve?

Response: Our founder, Melissa Villa was introduced to a community in Tondo called Ulingan by following a blog who features that community. So she started a simple feeding program there with her family and friends. On a weekend basis, they bring food in the community. Eventually, lumaki dahil dumami yung volunteers. Tapos nagkaron na rin ng scholarship program tapos ayun, talagang nagging entry-point ng Project Pearl yung feeding program. It was just her personal advocacy to help the community.

Question: How do you engage the food donors?

Response: Utilization of social media, they used Facebook and Instagram hanggang sa dumami na yung volunteers, then after volunteering, they initiated to bring food for the community or kung minsan kapag birthday nila nagpapakain sila hanggang sa nalalaman ng ibang companies. Sa ngayon nsusustain naming yung feeding program in two ways: 1) through in-kind donations, rice, noodles, tinapay. Individuals na nagdodonate, suepr consistent donor, business nila noodles. There's one consistent, for example mamy contact sa starbucks, once a month. Multivatmins. And 2) through sponsorship, for example birthday mo or trip mo lang, companies, CSR activities. They give funds to us. Super active namin sa social media and yung mga volunteers na naming mismo yung nagsspread ng words about Project Pearls.

Question: Who are the beneficiaries of your program? Is it only limited to the people in the community?

Response: Yes, only within the community. It's a first come, first serve basis. Hangga't may pagkain, lahat welcome. On a daily basis, around 200 kids ang pumupunta. On weekends, mas madami, since walang pasok so around 300 kids. Although in Bulacan, we give free breakfast for nursery scholars, may learning center kasi kami doon. So, as for their breakfast, libre na yun doon.

Question: You mentioned kids, are kids the target beneficiaries of Project Pearls?

Response: Yes. Kids are the target beneficiaries of Project Pearls. Although In Tondo, you'll see kids with their parents and also, lolas who are abandoned by their families. So we just let them eat as long as there's still food.

Question: What are the type and Volume of donated food do you accept?

Response: Any food, actually. As long as pwede pa kainin, there are companies for example if they have food that will expire in two months. So, instead na itapon nila, we still accept it kapag dinonate nila. We accept it as long as pwede pa ito kainin.

Question: Do you redistribute the donated food you have received?

Response: In in-kind donations, yes. If ever today for example, madami nagdonate like ARLA. They donated a lot of milk. Fresh milk and powdered milk. Tapos mageexpire na siya in two months. Since di naman namin pwede istore ng matagal, di naman agad siya maubos sa isang feeding program, dindistribute agad namin sa mga pamilya, sa mga bata.

Question: how are the donated foods delivered to your facility?

Response: Yung ancestral house ng founder namin in Caloocan, doon yung bagsakan ng donation. It's also twenty minutes away from Tondo, so it's near.

Question: How do you ensure food safety in your program? Do you use any criteria or checklist to monitor food safety?

Response: To ensure food safety, our meals are cooked within the day. Once it's cooked, we serve it agad. We also don't allow the sponsors to, for example, there are some sponsors na "pwede ba kami na lang magluto?", so hindi kami pupmapayag kapag ganun kasi syempre di namin kontrolado kung saan ba nila lulutin tapos yung pagtravel pa. Sa feeding program namin, doon sa community niluluto. May mga nanay kami sa communities na sila yung nagluluto or doon sa bahay sa Caloocan. Kasi yung head ng aming feeding program, si Kuya Juan, kapatid ni ate Melissa. Siya din yung nagluluto. So, since malapiit lang sa Tondo, hindi siya prone sa kung ano mang contamination. Also, in serving food, we make sure that we wear plastic gloves.

Question: How do you engage with volunteers?

Response: We used to have a sign-up sheet in our website for volunteers but we removed it. I volunteer is a website na madaming NGO doon, tapos doon ka magsasign-up.

Question: How many are you in your team?

Response: Full-time staff, we have 8 people. Then the rest are volunteers.

Question: How do regular staff manage the volume of work when there are no volunteers for a day/week? Do you set up schedule for volunteer work?

Response: May mga tumutulong din mismo from the community. Sila na yung nag-aasikaso sa feeding program.

Question: Do you set-up schedule for volunteer work?

Response: Sa i volunteer, nandun yung schedule. Around 9:30-10am kapag weekend, as long as may slot pa dun.

Question: How is the feeding program financed?

Response: Through sponsorship, like there are some companies who do CSR activities. So we tell them na ang budget namin kapag weekends ay around fifteen thousand. Since there are about 300 kids, so it's like fifty pesos per kid. In weekdays, seven thousand since mas kaunti yung mga bata. So, doon umiikot yung funding namin, sa donations and in-kind donations. Sa ngayon, partner namin si Century Tuna. They donate canned goods, minsan niluluto din namin yun kapag minsan kulang yung budget para sa feeding program. Nag-apply din kami ng grant sa isang company na funding for the feeding program.

Question: Is there a national agency or local government office that you are required to interface in managing the food donation program?

Response: Wala naman. Pero syempre nung nagstart kami sa community, nagpaalam kami sa barangay kung anong activity yung gagawin namin. So, barangay level muna pero other than that, wala naman. Although, syempre we are registered at SEC and nag-aapply na din kami sa DSWD. Pero sa feeding program itself, wala naman.

Question: Is there anything else we have not discussed that you would like to share with us?

Response: Project Pearls' core mission is education. Our core program is the scholarship. Right now we have 588 scholars from pre-school to college, dito sa Tondo we have about 110 scholars. Sa Bulacan mas marami, 450 doon, tapos sa Sibugay, Zamboanga.

10.3.3 JOMAR FLERAS

Executive Director of Rise Against Hunger

Date – June 24, 2019

Location – Rise Against Hunger Conference Room

The office is located on Suite 28 Penthouse, Creekside Building in Makati. I waited for an hour for the respondent to come. The interview was a bit short because the respondent has other appointments waiting just outside the room. We had the interview on their conference room.

Question: What are the type and volume of food do you donate?

Response: There is actually a list of. . I will give our brochure.

Question: Where do you get donated food? Who collects them?

Response: We received food from our donors. The partners and RAHP collect them directly. We have the GOOD FOOD GROCER. Its mission is to end hunger, improve food security and reduce food wastage. GFG is envisioned to be the first food bank social franchise in the Philippines. Program of Rise Against Hunger Philippines in cooperation with private and public organizations.

Question: Where do you store the food collected?

Response: In our warehouse but as much as possible we distribute the immediately.

Question: Who are your beneficiaries and how are they selected?

Response: Members of our Good Food Grocer, our partner LGUs and NGOs.

Question: Who delivers food to them?

Response:

- They pick-up the donations from our food bank
- they pick it up directly at the warehouse of our donor
- we deliver it to them in some cases

Question: What kind of food you accept?

Response: Comply to our Nutrition and Food Safety Guidelines, so canned/processed food, mislabeled food items, frozen and refrigerated goods, discontinued products, ingredients and raw materials, promotional items, production overruns, seasonal items, canned goods with dents, private label products, off specification products, prepared and perishable products, salvage, cooking oils and kitchen equipment.

Question: Rise Against Hunger is based on volunteering. How do you engage volunteers? How many volunteers is involved for each step? How much time is spent for each step?

Response: Volunteers are one of the essential resources Rise Against Hunger needs to help realize the vision of a world without hunger. Each year thousands of volunteers join Rise Against Hunger not only to package meals but to support warehouse operations and assist with administrative duties. We engage community and barangay volunteers. No exact numbers and cannot quantify time for each step.

Question: How much cost per step, who pays the cost?

We do not calculate the costs.

Question: How are the operations of your organization and food donation program financed? In your case, are there some founders?

We are funded through our meal packaging events.

Question: How do you manage daily operations?

We have a store manager to manage it.

Question: How do you ensure food safety during a food donation program? Do you use any criteria to monitor it?

Response: We have the Food Safety and Nutrition Guidelines and SOPs for food donations. We also follow laws and standards set here in the Philippines - Food Safety Act of 2013. Food Safety is important because we are preparing meals for people who are malnourished, undernourished, and sick. We want to ensure that we are sending the food that makes them healthy.

- First step is putting on a hairnet or baseball cap – make sure all hair is covered. Beard nets are available
- Next step is washing your hands with a hand wipe. Make sure to scrub all surfaces of your hands and wrists for 20 seconds.
- Once hands are clean, if you touch anything that is unsanitary like your cell phone, hairnet, or purse – or if you cough and sneeze, you must re-sanitize. If you use the restroom make sure to wash your hands and re-sanitize.
- If you are chewing gum, please drop it in the waste basket before you wash your hands.
- No food or open beverage containers in the meal packaging area.
- Those that scoop the ingredients, or weigh the meal bags need to wear single-use foodservice gloves. The single-use gloves are just like a pair of clean hands, if you touch anything unsanitary or use the bathrooms, throw the gloves away and get a new pair.

- All volunteers must remove jewelry like watches, bracelets, rings with the only exception being plain wedding bands. We don't want the jewelry to accidentally contaminate the food, or end up in a meal bag.
- If you have been sick in the last 2 days please speak to a Rise Against Hunger Staff person before we get started

Question: What is the schedule and how often do you plan to redistribute the food?

Response: Schedule and distribution is dependent on the donations that come in but we schedule distribution as soon as we receive the donation.

Question: What kind of materials should be used for the packaging?

Response: We don't repack food donations.

Question: How do you manage the logistics and the transportation?

Response: We use our own fleet of vehicles or we use the vans of our partner NGOs.

Question: Do you interact with other institutions or partners doing a food donation or feeding program in the Philippines?

Response: We coordinate with other NGOs and the LGU.

Question: What is role of government, How do you work together? (with whom - LGU, national agency like DSWD, other NGO?) Is working relationship effective, why/why not?

Response: Our partner LGUs and NGOs are helping us in distributing donations.

Question: What do you think of organizing various food donation Programs into a NETWORK? If you agree, what value would it serve? Who should lead or initiate this move?

Response: That is the plan to have a working supply chain for the donation.

10.3.4 MARIVIC PERLADA

Nutritionist Dietitian III of Quezon City

Date – June 25, 2019

Location – Nutritionist Dietitian III Office, Social Hygiene Clinic, Batasan, Quezon city

The respondent's office is located on the 2nd floor of the social hygiene clinic. The room is small and can only accommodate around 3 people because there's ton of papers beside the respondent's desk. The door to her office is open as some staff comes in and talk to her from time to time about their meeting. That's why we were always interrupted while having the interview so she took the questionnaire from my hands and choose the questions she'll answer.

Question: Can you tell me about your current position?

Response: Nutritionist Dietitian III

Question: How long have you worked here?

Response: 35 years in service.

Question: How does your work relate to Food Donation/feeding program, food security, food industry, waste management, the sustainable food systems or the sustainable consumption and production principles and practices?

Response: Bilang Chief Nutritionist dito, gumagawa ako ng plan kung papaaano kami magkaroon ng. . . kasi dati meron kaming feeding program namin ay para sa 12-71 months noon hanggang pre-schooler. Since, mandate na ng DWSD ang 2-71 months, sila nay un. Ngayon kami, ang meron ay complementary feeding program para sa 6-24 months. Tapos meron din kami feeding program para sa mga buntis. Yung mga ma-identify namin na malnourished na nanay. Mayroon din kaming feeding program sa administration ni Mayor Bautista, for 3 years na

kami nagfi-feeding program sa mga bed-ridden, senior citizen na mahihirap, mga indigent. Nagbibigay kami noon ng Nutrasure, ngayon Nutribest. So, binibigyan namin sila ng good for 3 months. Mayroon din kaming RUTF para sa mga severely listed and wasted children. Yun ay galling sa UNICEF. Pero ang gaming FAO-PHI, nagdedevelop sila ng sarili nilang RUTF, peanut butter crunch – bar. Ito naman pinapakain yan sa mga primary complex na malnourished na bata, pero sa Payatas lang yun ginagawa.

Question: How did you design the program?

Response: Kasama yun sa Work and Financial Plan namin. Syempre ang objective namin, marehabilitate namin yung mga bata at matanda. Sa mga matatanda, syempre para magkaroon sila ng good quality of life bago sila mamatay. Tapos ito bakit complementary feeding yung ginagawa namin. Kasi ang DSWD, ang dami namin dito binibigyan ng national ang city. Tapos ang city, may feeding program din sa lahat ng day care namin irregardless sa kanilang nutritional status, bleat feeding ang tawag doon e.

Question: What are the type and volume of food do you accept/donate?

Response: Wala kami dinodona. Di kami involved sa food donation.

Question: What type of food do you prepare in your feeding program? How do you prepare it?

Response: Para dun sa mga buntis, fresh food. Galing yun sa Quezon city Medical Society. Mga perishable food yung sineserve namin dyan tulad ng itlog, prutas, hot meal.

Question: What is your average fund for it?

Response: Malaki ang pondo namin dyan, mga 5 Million. Para sa complementary feeding, mga almost 7 Million yun. Pero sa DSWD, mas Malaki yun mga 25 Million. Lalo na yung mga para sa school. Kaya lang, wala samin yun. Ang sa amin lang talaga sa Health ay yung sa complementary feeding. Tapos yung RUTF, libre lang yun. Binibigay ng UNICEF, binibigay nila as commodities.

Question: What are the challenges you have encountered in your program?

Response: Yung mga nanay, kailangan mo pa dalhan ng pagkain. Parang dati, may Batang 1000 project kami with UNILAB kung saan ung unang 1000 na bata may matatanggap na pagkain. Sa totoo lang, ang sarap ng pagkain na nakahanda. Pero kailangan mo pa sunduin. Yung attitude ba, iba yung attitude ditto sa syudad. Di tulad sa probinsya. Dito kasi, bibili ng chichiria, mabusog lang eh ang healthy na nga nung binibigay namin. Di tulad sa probinsya, pinipilihan kami. Iba talaga ang attitude ditto sa syudad. Madami sila laging rason. Kaya ang nangyayari sa complementary feeding program namin, naiging dry rationing. Kahit na gusto namin mag-wet based feeding, ang hirap. Kasi nga di naman pumupunta. Kailanga pa sunduin. Pero pag sa mga daycar o school, catch yan e. Pero pag community feeding, mahirap.

Question: How do you promote accountability, prevent dependency/mendicancy and avoid unintended effects on the behavior of your beneficiaries?

Response: Aba syempre hindi lang kami basta nagpapakain. May mga tinuturo din kami na livelihood. Nagku-cooking demo kami. Minsan, yung urban farming. Nagtuuro kami kung paano magtanim. Yung dating vice mayor si Joy Belmonte, project nya yung urban farming. Tulad sa Batang 1000, kung ano yung tinanim nila, yun yung lulutuin namin pagbunga.

Question: How do you ensure Food Safety?

Response: Ayun, food safety. Doon din kami nagluluto. Alam mo yung ganito meron nito sa Valenzuela. Meron sila doon kitchen, dun sila nagluluto tapos magpapafeeding.

Question: How many employees is involved in your program?

Response: Wala kaming empleyado. Ang mga kasama namin din dito sa feeding, mga community health worker, barangay health worker, sila yung mga volunteer namin. Pag namansa day care, yung mga nanay.

Alam mo itong mga tanong mo, masasagot ito sa Valenzuela. Pumunta kayo doon para maganda ang feasibility study mo. Kasi may commissary sila doon. Sa buong pilipinas, sila lang ang may ganun. Naka-attend ako sa Congress nito, na lahat ng tira ng mga restaurant, yung mga di pa maexpire sa grocery, idodona. Ngayon, di

pa pumapasa yung batas na yun. Kasi wala kaming malaking storage, kasi dito sa QC marami kaming magdodonate. Kaya lang, natakot ang QC kasi baka masiraan sila, tapos magkakasakit. Ang Valenzuela, maliit lang. Kaya pag nagluto sila, kakayanin nila magbigay. Tapos yung mga truck nila kaya di sila masisiraan. Pumunta kayo doon. Maganda dun. Hanapin mo sa nutrition office si Winona Villanueva, sya yung head nutritionist parang sya yung counterpart ko.

Question: Ma'am last question po. What do you think of organizing various food donation programs into a NETWORK? Who do you think should lead/initiate this?

Response: Alam mo dapat NGO. Ayoko kapag sa gobyerno. Tsaka wala silang capability. Mahihirapan. Kasi yung mga sanitary inspector namin, hindi lahat yun trained. Dapat may mga sanitary engineer at food safety officer. Ilan lang ang trained sa food safety. Kasi mahal ang training. Ako, trained ako sa Food Safety pero in my own money, 25k. Tapos yung mga sanitary namin, more on sa establishments yang mga yan kaya kulang kami sa manpower. Mas maganda yung NGO.

10.3.5 DERICK LEYNES

Planning & Research Officer of Quezon City Government of Environmental Protection & Waste Management Department (EPWMD)

Date – June 25, 2019

Location – EPWMD Conference Room

The office is located on the 3rd Floor, Annex Building of Quezon City Hall Compound. The respondent seems a bit busy with his work but he still managed to have the interview. We had the interview on their conference room just across the entrance of their department.

Question: Can you tell me about your current position?

Response: I am Planning and Research Officer of Quezon City Government - Environmental Protection & Waste Management Department. EPWMD is the department of the city which is the primary department that handles the waste of the environment. Trust the city for a cleaner, greener environment. I am from the department's pollution control division, industrial pollution control section. We handle mostly all the business establishment here in Quezon city pertaining to their environmental adequacy. Those establishment are being monitored. And are issued environmental clearance. Na nag-assure na yung kanilang business operation is environmentally friendly, kumbaga minimal yung impact sa environment.

Question: How long have you worked here?

Response: I started here, 2017 January.

Question: How does your work relate to Food Donation/feeding program, food security, food industry, waste management, the sustainable food systems or the sustainable consumption and production principles and practices?

Response: Since kami yung in charge sa mga monitoring ng mga establishments. We conduct inspections. We have environment inspectors. For example, a restaurant, we inspect how they dispose food, alinsunod ba sila sa quezon city environment code. Kung meron ba silang appropriate na pinagtatapunan, or may third party hauler na accredited DENR-accredited na naghahaul ng kanilang hazardous waste. Ayun yung role namin para maassure na green ba sila.

Question: Can you tell me about projects that would relate to food donation?

Response: Kaproject namin si WWF, ka-top namin sila dun sa sustainable diner project nila. In partnership also with PCEPSDI, iniincorporate yung low-carbon development, low-carbon footprint, proper disposal ng food. Kasi nung nag-conduct kami ng WACS, ang nagegenerate ng quezon city is almost 40% puro food. Ayun yung goal ng project, na iminimize yung food waste na nagegenerate lalo na food service industry. Ayun yung current project namin. But for project in the pipeline, meron kaming project na ilulunsad this year, Food Waste Management. Ang

tema nya ay almost ganun din but lahat ng sector ng industry sakop na. And also, Hazardous Waste Management Program, ang kaakibat naman namin doon ay mga restaurants.

Question: What motivated you/your organization to embark into a food donation/food recovery program? What do you intend to achieve?

Response: Di kami involved sa food donation. Currently kina-craft with WWF dun sa sustainable diner. Gusto sana namin mag-top ng restaurants na willing i-donate yung mga sobra or surplus ng food nila sa ibat ibang categories, kumbaga nasa laylayan ng mga sa quezon city. For example, we are planning last week to work with social services department. Sila yung magiging partner namin in food donation. Andun palang kami sa stage of crafting yung mechanism ng food donation.

Question: What are the type and Volume of food do you donate?

Response: Depend. As much as possible yung mga hindi masyadong perishable, yung matagal masira. Tapos itatap lang sya sa mga, for example, may emergency like sunog, or bagyo. And programs lalo na sa mga nasa preso. Yung mga sobra, idonate sa Bilibid.

Question: Where do you plan to store it?

Response: We should a have a memorandum na dun nakastate lahat kung sino magpipick-up, magdodonate, magsstore. Dapat yung pagssstore-an ng food ay Dry kailangan, medyo refrigerated para di masira at malinis. So, maghahanap pa kami ng dyan.

Question: Who are the beneficiaries/ target population of your program; why?

Response: Yung mga nasa laylayan ng society, yung mga mahihirap. Madami actually na pwede pagdonatean, through sa feeding program, sa school, sa mga barangay. Lalo na yung mga informal settlers na medyo nahihirapan. Tapping with SSTD, yung mga nasa preso din. Yung mga youth na nasa rehab. Madaming beneficiaries if ever this program will arise.

Question: How do you ensure food safety in your program? Do you use any criteria or checklist to monitor food safety?

Response: Yes, actualy si WWF. Si Ms. Melody Melo-rijik. Nagconduct sya ng food safety program, and I think yun yung gagamitin nmin criteria if ever man na mag-arise itong project na to. Siguro baka maga-assign kami ng personnel sa SSDD, na magmomonitor dun sa food, magsstore ng maayos. So, definitely this will have a criteria na dapat lahat susundin para retain yung quality ng food

Question: Do you engage with food donors?

Response: Yes. Target namin mga restaurants na partner na WWF. Meron na siyang mga partners dito sa tomas morato, iba-iba. The reason why na sa amin din sila pumapartner because we have the legal capability to engage the food service sector to participate in the project.

Question: What are the type and volume of donated food do you accept?

Response WWF magseset ng criteria kung anong acceptable food ang tatanggapin namin. Okay lang naman din kung highly perishable as long as maganda yung kakalagyan nung perishable good na yun. Syempre we prefer din na yung ood na kukunin namin yung hindi madali masira.

Question: How much food can be possibly be donated daily given the number of donors?

Response: Iyana ng hindi ko pa masasagot kasi una, di pa naman final yung deadline namin. And kapag ganyang donors, actually madugong process siya kasi kailangan mo ng some sort of agreement na itatransfer mo siya sa papel. Pero siguro hindi rin daily yung donation. Syempre ayaw naman namin macopmise yung business side nung magdodonate ng food, siguro dun na lang sa mga moments na maluwag silang makakapgdonate, pag may surplus sila ng food.

Question: What material should be used in packaging?

Response: Again, magkakaroon tayo ng criteria for that na ipoprovide ni WWF.

Question: How many employees do you have in food donation program? What are their roles and functions? How long have they been employed/assigned in the program?

Response: Pag nagresurface yung program, definitely, ang magtatrabaho dito ay employee ng department. Or any government employee. If ditto yung stoorage area, kapag within the compound. pero kapag external, baka siguro pwede na icater ni WWF yung magwowork to monitor na food. So pwede rin magkaroon ng volunteers, if meron.

Question: How do you describe your organizational structure in relation to your food donation program, in terms of strategic and operational management?

Response: I think madaming department ng city ang magiging involved, like SSDD, na sila ang mamamahagi ng food. If we'll need equipment, so we could secure that with General Services Department. So madaming department. Communication will play a huge role for this. So, another department para disseminate the message na may programa kaming ganito. For example, in barangay level, we have the barangay community and relationship department tapos sila ang kakausap sa mga barangay captains. Kapag magdodonate ng food, like yung mga nasa preso. Pag ganun, we have to include the bureau of correction. Depende din dun sa project kung sino yung maiinvolve dun sa program.

Question: Is there a national agency or local government office that you are required to interface in managing the food donation program?

Response: Ang mga local ay yung mga kapartner namin na ibang department. Sa national agency, wala. Unless they will be needed.

Question: Since there is none, how will you interact with them?

Response: Through letter.

Question: What do you think of organizing various food donation programs into a NETWORK? Who do you think should lead/initiate this?

Response: Para sa akin, isang restaurant na talagang may compassion sa mga mahihirap, yung talagang willing magdonate. Hindi lang ginagawa yun for corporate/social responsibility or para lang as an advertisement. Yung talagang authentic yung kaniyang adhikain na magbigay ng food to make someone's stomach full.

10.3.6 MARILOU CAPACILLO

Supplementary Feeding Program Focal Person of Valenzuela City

Date – July 3, 2019

Location – City Social Welfare and Development, Valenzuela City

We arrived at the Valenzuela city hall around 11:30 a.m., almost every staff is on their way to have their lunch. I waited for the respondent for 35 minutes. The venue is a wide room; it only has dividers and desks to divide different divisions of the department so we had very little privacy during the interview.

Question: What food do you accept/donate?

Response: Di kami tumatanggap ng donations. Binibigyan lang po kami ng pondo ni DSWD – NCR.

Question: Who/where to get donated food?

Response: Pondo lang po ibibgay sa amin ng DWSD. Meron kaming kitchen sa Balubaran.

Question: Who collects?

Response: May mga kitchen volunteers kami, daily yun iba ibang groups. Sila yung nagch-chop ng mga gulay. May cook kami, sila din naglalagay ng food dun sa lunch box.

Question: Who are the beneficiaries? How are they selected?

Response: Lahat ng day care sa Valenzuela. DWSD –NCR. Nasa MOA namin yun.

Question: Who delivers food to them?

Response: LGU. Meron kaming 7 vehicles. Yung delivery van.

Question: Yung nagdedeliver po ba ay volunteers din?

Response: Hindi, mga contractual yun.

Question: For each step, who does what? Are they regular employees? If volunteers, how many people volunteer for each step? How much time per step?

Response: Volunteers, nagsisimula ng 2 am natatapos sila ng 10 or 11am. Ang rest day nila ay Saturday. Kapag Sunday nagsisimula na sila magprepare para sa Monday feeding. As early as 6 am dapat maidispatch na yung pagkain mula sa kitchen. Yung mga malalayong ruta, dapat madispatch na sila before 7 am, inaabot din ng 1 hour yung byahe kasi traffic kasi rush hour e. Basta, mahalaga makarating sila bago pumasok mga bata.

Question: Who decides day to day management?

Response: Ako at tsaka yung nutritionist. Si Ma'am Carol.

Question: Meron po ba kayong target kung ilang bata?

Response: Meron po. Kasi mabilis dumami mga bata. Kaya yearly nagiiincrease kami ng 1000 kids.

Question: How is food safety maintained?

Response: Yung mga nasa kitchen, naka-hairnet, may mask, gloves, apron, mouth cover.

Question: What is the role of government? How do you work together? With whom?

Response: Funds from DSWD tapos kami CSWD yung nag-iimplement. For NGO. ASEC. Ateneo

Question: Is working relationship effective?

Response: Yes. Kasi 4 years na itong program.

Question: What do you think of organizing various food donation programs into a NETWORK?

Response: Di ko masagot yan. Depende kasi sa boss namin.

Question: Who do you think should lead/initiate this?

Response: NGO.

10.3.7 CAROLENE PEÑAREDONDO

City Nutritionist of Valenzuela City

Date – July 3, 2019

Location – Action Center, Valenzuela City

The venue is 10 minutes away from the Valenzuela City Hall by jeepney. The office of the respondent is located behind the Action Center Building. The respondent seems to be busy as she keeps on texting on her phone from time to time.

Question: Ms. Malou Capacilla mentioned that the kitchen follows a 20-day cycle menu for the feeding program, can you describe it?

Response: It's strategically planned para wag maumay ang mga bata dun sa araw araw nilang pagkain. Although, may similarities ang karamihan ng part ng menu like it is composed of meat and vegetables. May time din naman sila na nagchamporado or nagsosopas. So for the 25-cycle menu, dalawa doon ay champorado at sopas. I mean di yun na di inuulam sa kanin. We make sure na kahit bata nag kumakain ay malasa ang pagkain, hindi namin sila tinitipid sa condiments, para mas ganahan sila kumain. Zero-left over ang target namin para mas maging efficient yung purpose nung feeding.

Question: Kids in day cares as beneficiaries, ilang day care na po ba ang meron?

Response: 3-5 years old. 84 day cares in Valenzuela City. Five times a week, Monday to Friday.

Question: The workers in the kitchen, are they regular employees or volunteers?

Response: It is composed of employees and volunteers. Meron din kaming mga groups na nagvolunteer. Women's groups. Mostly kasi babae ang volunteers namin. Every day, we start at 2 am. Tapos we make sure na malinis muna lahat, maayos na para pag dating ng 10 am dapat tapos na idispatch lahat, cleaning na kami.

Question: So, does the feeding program start during lunchtime?

Response: Iba ibang oras ng feeding program. Halimbawa, ang klase ng bata ay 6 - 8:30 ang feeding time niya ay 8 am. Depende sa schedule ng mga batang pinapakain.

Question: How are the beneficiaries selected?

Response: We do universal feeding but lahat ng naka-enrol sa day care centers ng Valenzuela city ay entitled to receive the supplementary feeding program.

Question: Who delivers food to them?

Response: Sa Day care centers, meron kaming employed staffs, we are 14 in the team. 7 drivers and 7 coordinators in different routes for the whole Valenzuela. Each route cater 10-15 day care centers per partners. From central kitchen, city-wide distribution.

Question: For each step, who does what? Are they regular employees? If volunteers, how many people volunteer for each step? How much time per step?

Response: Si volunteers, more on repacking sila tsaka dun sa food preparations, like slicing of vegetables or any other ingredients needed sa pagluluto. Then yung cook, sila ay hired. City employees sila.

Question: For packing, what materials?

Response: Lunchbox. Nakahiwalay yung rice at ulam at may butas yan na maliliit para maiwasan mapanis yung pagkain.

Question: How do you engage volunteers?

Response: Si mayor na. Ever since kasi alam na nila yan project. So sila nagkukusa sumali. May mga BHW, day care parents. Mas natutuwa pa nga sila gumawa kung alam nila para sa bata yung gagawin nila. Kaya minsan, kapag pasko nagbibigay kami sakanila ng regalo. Minsan may outing. Kaya di na namin sila pa kailangan pilitn.

Question: Meron ba silang scheduling?

Oo merong admin sa kitchen, sila yung nangangsiwa sa ganyag schedule. Mga 15-20 sila doon kasama na yung 2 guards.

Question: Who decides day to day management?

Response: Actually we don't change, what we do is already a routine. Pero kung dumating yung cases na halimbawa, may nasiraan ng gulong habang nagdedeliver, minsan ako na yung umaaksyon, tapos iinform ko si Ms. Dorothy tsaka si Malou.

Question: So yung raw materials for preparing, namamalengke kayo or may supplier?

Response: May suppliers kam, we don't handle money here. Ang goods are directly from suppliers. Then everyday ang delivery like vegetables and meat.

Question: So yung raw materials for preparing, namamalengke kayo or may supplier?

Response: Between LGU procurement department and the supplier. Winner bidders sila actally, nagkaroon ng bidding bago sila magsupply.

Question: Source of funds, si DSWD po 'no? Magkano po budget per child?

Response: Yes DSWD NCR. 18 pesos per child ay 15 pala.

Question: How is food safety maintained?

Response: Yung mga nasa kitchen, kailangan washed hands, naka-hair net. Everyone should wear shoes and aron. Pants, clean shirts, may mga uniform din sila. Kasali ako sa mga nagfu-food safety, nagme-maintain kasi I am the RND pati na rin si Kitchen Manager. Then meron din kami periodically na nagaaccredit sa amin na tiga-health na nag-iinspect.

Question: Is working relationship effective?

Response: Yes. We've been working this program for 5 years.

Question: What do you think of organizing various food donation programs into a NETWORK?

Response: Possible naman, however kasi hindi kami nasasayangan ng food. Halimbawa, nasuspend yung klase, walang pasok. May pinagdadalhan kami, BNGP at bahay-kalinga ng Valenzuela city. And di naman kasi ako magdedesisyon sa ganyan. Pero oo, maganda kaysa naman masayang yung pagkain.

10.3.8 ALMA GAMAD

City Nutritionist of Makati City

Date – July 24, 2019

Location – GECC Office (through phone call)

The respondent was not available for a meeting but agreed to have the interview through phone call. The interview was a bit short because the respondent was just on her break on a conference she is attending.

Question: Can I ask about your job?

Response: I work in the nutrition office on the 7th floor. I am a nutritionist.

Question: What kind of food do you accept? And eventually can you tell me the donors?

Response: We don't really accept food. In the past we accepted food like can from registered NGO but just for barangays or also from the Rotary Club. Now we received funds from local government and DSWD. The food should be culturally accepted and should be nutritious.

Question: Do you have any feeding program?

Response: we have, generally is between 90-120 days. In August will be organized the Dietary Supplementary Feeding designated for underweight, wasted and severely wasted people. Usually our feeding program has also a teaching and education program. So we try to teach to the mothers how to cook, how to store the food.

Question: So you don't donate food directly?

Response: No, because to do that you should be a registered NGO.

Question: About Food Safety, you follow specific measures?

Response: We have many people involved in food safety sector. There is also a sanitary inspector. Essentially we follow the protocol of food safety that we have.

Question: Do you have a specific target of beneficiaries for your program?

Response: We provide food especially for children. From a while we started to help also pregnant women and illness people. The number is more than 200 people. We provide also food assistance in schools.

Question: About the funds, how much do you invest for child/meal?

Response: At the beginning the amount was around 100 Php per child. Now the cost per meal is circa 12 Php per meal but at this amount we have to calculate the costs of the packaging, like glass or plastic, but you should also consider like teaspoon and gasoline, because we distribute the food with cars or vans. So the total amount per child is circa 30 Php.

Question: How is the organization of the workers? And eventually how you engage the volunteers?

Response: The organization has both employees and volunteers. Mostly are volunteers and they are unpaid. They help especially during the preparation phase and during the distribution phase in the barangays. Some of the volunteers are engaged through events but mostly they are from the barangays where we deliver the food. We have also volunteers coming from BHS and BHN, a sort of scholar volunteers.

10.3.9 ASHLEY VENERABLE

Communication Manager at Virlanie Foundation, Inc.

Date – August 14, 2019

Location– Virlanie Main Office, Makati

Question: Can you tell me about your current position?

Response: I am the communication Manager for Virlanie Foundation. I started to work there 2 years ago.

Question: How your current work is related to Food Donation?

Response: We have 7 pillars; food is inside the health pillar.

Question: What motivated your organization to embark into a food donation?

Response: Malnutrition is one of the biggest issues in the Philippines; we decided to do our part.

Question: When did you start the program?

Response: We started before I joined the foundation. At the beginning there was a rice campaign donation, so essentially citizens started to donate rice. It was good because rice is quite cheap and is good for any meal.

Question: Do you promote other campaigns?

Response: We promoted Operation (Kalinga) "Care". It is a campaign which correlates Health and Nutrition. We works also through another program called "street program". In this case there is the correlation between education and food. There are involved circa 50 kids, they come from poor families and their age is between 5-9 years old. The location is essentially Manila. The children attend lectures and then a cooker prepare for them food. The program runs three times per week. In this case there are not volunteers who work for this program but just employees of Virlanie. The number is around 5-6.

Question: How do you engage the food donors?

Response: Depends. If we want to engage citizens we just do a tour around homes. Then we have some agreements with bakeries or catering company.

Question: About agreements with the bakeries. Can you tell me the names?

Response: We collect food from the Bread Talk, is it based in Greenbelt and it is a bakery. We received from them bread and leftovers. But sometimes they also help us with volunteering. The food is collected twice a week. Then we had an agreement with a catering company. In this case the collection was daily basis. We collected essentially leftovers dishes, during the catering there is a huge amount of leftovers... but then we stopped the collaboration because we had spoilage problems. In our foundation there is a doctor and he suggested us to stop the collaboration for food safety reason.

Question: Do you have an idea about the amount of food do you receive? It's fine in kilos or eventually if you have information about a budget in Php per child.

Response: About the amount I don't know because is related to leftovers, so can be different. (about the Php per child she has to send me an email with information)

Question: What kind of food eventually you can accept from donors?

Response: If I have to choose I prefer can goods for storage reasons. Then we receive leftovers. Sometimes during the social engagement events which are organized every weekend we receive also food from fast food from citizens but we are trying to discourage this action. Sometimes we accept also homemade food.

Question: Are there some restrictions like religious, ethnic?

Response: No we do not have any religious restriction. The only one could be for special needs like intolerance or dietary requirements. In this case there is the doctor who helps us.

Question: Do you have any specific target for the beneficiaries?

Response: Depends from the cases. In our nutritional programs generally the target is between 0-18 years old. We have 8 different houses and in each house there are 25 children. So the total of children involved in the project is 200.

Question: Food Safety. Do you have some rules related to it?

Response: We don't have a food safety protocol for the donation. When we cook the meals in the kitchen of our social house, there is a kitchen for each house, the volunteers and the cookers should follow some basic rules, such as wear hair net, wash their hands, wear gloves and wear face mask and an apron.

Question: About the delivery of the food, how it happens?

Response: For the delivery we use Vans essentially, but if the food is donated by citizens the delivery cost is handled by the donors. Different is in case with like the bakery, in that case we have a driver who pick up the donation and the delivery costs are handled by Virlanie.

Question: So after you pick up the food?

Response: After we pick up the food, it goes to the central office, a manager checks and divides the food and send it to the different homes.

Question: How many volunteers work during the social event in the weekends?

Response: For this event we have volunteers also outside Virlanie. The maximum number is 25 like the number of children in a home.

Question: What are the challenges you experienced?

Response: There are some foods we are trying to discourage as I told you like the fast food on because they do not reach the nutrition values. Then we had the experience about the spoilage from the catering and we stopped the collaboration.

Question: How do you reach the volunteers? How do you engage them?

Response: Essentially we have volunteers for just one day and they are the citizens who donate the food or from the activities such as the bakery. But we have a relationship with a Civic Organization in France. So the volunteers from France usually they spend more than 3 months with us. If you want join our foundation there is a form you should fill on the website.

Question: Do you receive some funds for the food donation?

Response: We receive funds from France, Sponsors, Grants and also European Countries. Then we redistribute the budget.

Question: Do you have any connection with LGU or national agencies?

Response: DSWD provides child protection, it is more regulatory stuff. And then there is the department of Science and Technology they teach cooking skills to the mothers and also food safety seminars.

Question: Do you interact with other institutions?

Response: We are member of some networks such as street education in Manila and international network.

10.3.10 MYLENE LILAY

Nutritionist Dietician III, Department of Social Welfare and Development (DSWD) Program Management Bureau (PMB)

Date – August 9, 2019

Location – PMB Conference Room

The office is located on the 3rd floor of the building. We had the interview on their conference room. The respondent seemed to be prepared for the interview as she already has notes to the interview tool that we have shared to her. The respondent was not a bit comfortable in communicating in English.

Question: Can you tell me about your current position?

Response: Nutritionist Dietitian III.

Question: How long have you worked here?

Response: 5 years.

Question: How does your work relate to feeding program, food security, food industry, waste management, the sustainable food systems or the sustainable consumption and production principles and practices?

Response: The feeding program of DSWD is an augmentation. Food Augmentation. Bale, kami, provision lang kami ng food in addition to the regular meals sa mga local government units na may mga child development centers. Basta once na ang bata ay enrolled sa day care center, beneficiary na siya ng program.

Question: What motivated you/your organization to embark into a food donation/food recovery program? What do you intend to achieve? When did you start the program?

Response: Ang feeding program kasi dati, my mga trust and priorities lang ng mga administration. Kung sino yung president, tintuloy lang niya. Per okay president Aquino sya nagsimula. Pero meron din noon kay Gloria arroyo, parang "healthy Food Start" yung name. nung kay pres noynoy nagging "supplementray feeding program" na siya, since 2011 ito. Tinuloy siya ni Pres. Duterte, di naman niya binago yung pangalan.

Dati trust and priorities lang ngayonmeron na siyang batas RA 11037, Masustansyang agkain para sa batang Filipino act. Pero ang difference nun, ang iniimplement namin ay blanket feeding, wala kaming pinili basta enrolled siya sa day care, beneficiary siya. Pero dito sa batas, minandate ni dswd na ang target ay mga undernourished ang yung considered na beneficiaries, pero on-going pa yung irr nung batas kaya di pa sya approved. Ang beneficiaries na children ay 2-4 years old children supervised neighborhood play tapos 3-4 year old enrolled in child development centers. Nagrarun sya ng 120 days. 1 school year.

Question: What are the objectives? What are the components of the program?

Response: Ang objective ng program ay to lessen malnutrition para dun sa age bracket ng 2-5 years old. Educate the parents on proper nutrition, proper handling ng food and proper meal planning. Kaya pagpumunta ka sa isang child development center (cdc) are parents/guardians ang nagluluto.

Meron din syang vitamin A supplementation and deworming from DOH. Meron syang height and weight measurement from the start ng feeding program, then after 120 days. Iweweigh uli yng bata. Para Makita yung nutritional impact nung feeding program sa bata.

Question: What are the type and Volume of food do prepare?

Response: Hot meals. Rice and viand. Tapos complete meal, yung complete feeding, yun yung mga pansit spaghetti, sopas, dapat may protein and carbohydrates.

Question: Where do you plan to store it? Do you have a menu for every feeding? How was it formulated? What is your basis?

Response: Meron kaming 20-day cycle menu. Formulated sya sa PDRI Philippines dietary required intake. Nkabase yan sa fnri. 15 pesos per child for 120 days. Pag pumunta ka sa mga regional offices, makikita mo na dyan yung estimated cost per serving, number of serving, mga ingredients. Doon din kasi sila nagbbase ng procurement nila, purchase request.

Question: Where do you source food that are safe and fit for consumption? E.g. farmers/producers with oversupply, restaurants, grocery stores, hotels, etc.

Response: Directly from the supplier. Then si supplier, depende na sa kanila kung kukuha sila directly from farmers. Procurement competitive bidding. Pero meron din kami community procurement, yung direct sa farmers, pero napakalimited lang ng gumagamit nun. Parang isang LGU sa farmers talagasya kummukuhja, hindi kasi alhat ng LGU may cooperatives ng farmer na kayang icomply yung demand ng food.

Sa volume ng food naman kasi, halimbawa nakaprocurer ka sa isang LGU, sabihin naitn nasa 900. Dun mo siya ibbase, kasi ang isang menu namin. Gaya nito, 1 kilo of rice, naka-a lot lang sya sa 10 children. Per menu, 15 serving. Dun mo rin makikita sa kanila yung breakdown kung ilang kilo ng meat, ng chicken yung need. Highly perishable, every day ang delivey. Non-perishable at least once a week.

Para at least nakikita namin yung delvery. Ara amonitor namin para maiwsan yung spoilage.

Question: How much food do you prepare? Do you set limits?

Response: Depende yan sa number of children per day care. 1 CDC ay mayroon at least 30 children. Doon mo siya ibbase, tsaka kasi pag nagdedeliver ang suppliers. Naka-per pack na siya. Day care 1, day care 2, day care 3. Part na ng agreement yunn pero With supervision pa rin yan ng mga project development officer 1. Pag dumating si supplier, may 1 dswd dyan. Siya nagmonitor. Taapos icheck niya yung supplies. Minsan pati na rin yung mga day care worker katulong namin magcheck.

Question: How much is your average fund for the feeding program?

Response: Nagsimula siya ng 11.50, tapos 2016 naging 15 pesos per child.

Question: How did you select/ prioritize the beneficiaries of your program? Do you use a selection criteria? How do you implement it? Do you have challenges in enforcing your criteria to select your beneficiaries? What are their demographic profile?

Response: Basta LGU-runned centers, yung mga public lang. blanket feeding kasi kami e.

Question: Do you a target number for your beneficiaries? How many?

Response: Nagfa-five year plan kami, 2017-2022. Bukod sa 5 year plan, meron kaming forwad estiamtes, based dun sa accomplishments. Kailangan yan every year para alam namin yung budget planning. For 2019 ay 118979 children, noong 2018 1746199. May mga statistician kami na nagcompute ng mga yan. Nagsusubmit sa NEDA PDP. For universal population, nasa 20% lang ang nacocover ni dswd. Kasi syempre may a nasa private, may mga di nag-aaral. Never pa kami lumagpas.

Question: What are the logistical/infrastructure issues related to reaching your identified beneficiaries? How do you engage/organize them? What are the barriers in reaching them?

Response: Ang nagidentify ng target beneficiaries ay yung LGU. Kaya kung ilang barangay siya, may mga forward estimates din sila. Pinapagaw din namin sila ng budget alning. Nagsasubmit ila samin ng masterlist ng beneficiaries, kaya nakuhua namin yung target nila, from LGU pumapanik sa national yung data. Si LGU na lahat ang may hawak. From 2011, April-May, meron na silang early registration. January pa lang pagpasok ng taon, may mga target na sila. Taos april-may, may registration. Tapos pag end of may. Magsasubmit na sila sa dswd ng target beneficiaries nila. Ang barriers lang namin in reaching them, kapag elections. Diba may mga imitations tayo pag election, like election ban. Kaya pag gayan may mga delay sa pagsasubmit ng masterlist. Kasi partnership si dswd kay LGU, meron dyan mga sangguniang bayan resolution na daapt mayroon memorandum of understanding na pipirmahan si mayor. Na pipirmahan lahat ng konsehal, bago makipagpartner si LGU kay dswd. Kaggaya ngayon, nag-eleksyon may mga delays kami doon sa submission ng masterlist, sa mou. Yun ang mga delays namin ngayon pero pagdi naman elekson, dire-diretso lang.

Question: Are there significant ethnic, religions, cultural diversity issues related to their dietary requirements?

Response: Lalo na sa mga muslim region, sa Mindanao. Meron kaming special menu, walang pork, limited ang pork. Pagdating naman sa isang day care center lalo nap ag alam nilang may religion . sa masterlist kasi nakalagay na dyan yung information nung bata. Kung pwd ba sya, kung may allergies, para alm namin yung mga limitations nung bata sa pagkain. Upon registration ng bata, iniidentify nay an. Si day care worker. Tapos icoonsolidate sa masterlist. May template naman sa masterlist niyan. Karamihan sa mga bata ngayon bawal sa soya, taho, maraming bata may ganyan ngayon.

Question: How do you promote accountability, prevent dependency/mendicancy and avoid unintended effects on the behavior of your beneficiaries?

Response: May kinconduct kami na parent effectiveness session (PESS). Meron din nutrition and education, meron din effective parenting, may mga bata din naman, proper handwashing, toothbrushing, proper table etiquette, mga nutritious food. Tapos sa parents more on food preparations, meal planning. Meron din backyard gardening, para maging sustainable yung feeding program

Question: How do you ensure food safety in your program? Do you use any criteria or checklist to monitor food safety?

Response: May checklist ito, may monitoring tools kami sa kitchen may washing area, covered ba yung grabge can, naka-segregate ba, pano nila tinatago yung utensils, kitchen utensils. Dapat pag nagluluto yung mga nanay, naka-hairnet, apron, nakapaghugas ng kamay. Habang nagluluto bawal nagkukwentuhan. Yun yung mga intervention na ginagawa ng mga tiga-region. Sa loob ng 120 days dapat meron at least 1 na tiga region mapuntahan lahat ng day care center, minomonitor para tignan kung nakakapagcomply bas la sa mga policy.

Question: Dapat ba nutritionist?

Response: Mga at least, we are requiring na dapat public program development officer, not necessarily naman minsan mga social worker. During monitoring may mga monitoring tools kami tulad nung checklist. Mahalaga kasi yun for food safety lalo na bata yung kakain. May mga nutritionist kami na nagundergo ng food safety training para maging food safety officer. Ang UP-PGH ang nagconduct nun. Pero ang mga regions naman namin, yearly nagconduct ng workshop sa food safety. Meal planning and food safety, ang respondents ay mga day care workers.

Question: What are the challenges in handling, processing, delivery system do you experience in distributing food? How do you address these challenges?

Response: Delay ng pagbibigay ng supplier. Example usapan niyo 8am tapos dumating sila 10 am, inaaddress yun by letter. Dapat ung ano yung sinabi sa agreement niyo yun yung dapat sundin. Sa preparation January 2020 budget, target.

Question: How many employees do you have in feeding program? What are their roles and functions? How long have they been employed/assigned in the program?

Response: Ang mga volunteers dito ay yung parents and guardians. Meron kinconduct sii region and LGU sa mga day care center, sila gumagawa ng program orientation. Meron sila weekly schedule, composed of 5 mothers. Pag di nakacomply si nanay, pag di nakapunta. Magpapadala siya ng guardian orkung sino pwede kumover. Si day care na nagsscheduleing, may mga attendance. Di naman kami nawawalan ng worker. At least 5 others per day. Sino yung marketer, washing, kumbaga may tasks na nakassign ku ano gagawin nila. Isa sa mga memorandum of understanding, na sila LGU ang maimigay ng staff for the program.

Question: How do you describe your organizational structure in relation to your feeding program program, in terms of strategic and operational management?

Response: Central, regional, provincial, LGU. Pag dating sa data reporting. Mga SWAD, social welfare and development team, nakabase sila per province. Pero sa operational management, strategic naman yun. Sa isang region, meron silang project development officer, nutritional Dietitian 3,2,1, focal person, may admin. Pagdating sa swad, yung project development officer, municipal social welfare officer, pero di ncovered ng dswd yun sa LGU nay un. Tapos sa LGU, ineencourage nain na maging focal person, para may isa kami kausap, pero depende nay un sa kanla, yun lang naman nirequest namin.

Question: How do other units/services of your organization interact with the unit/team in charge of feeding program program?

Response: May mga convergence na ginagawa from sustainable livelihood program namin, yung mgga bureu. Sa kanila yung mga farmers, sustainability nakikipagconverge lang si pmb sa kanilapara sa mga famrers para makapagsupply

Question: How are the operations of your organization/feeding program program financed? What is the timeframe of your planning vis-à-vis financing (annual? Biannual?)

Response: Yung five year-plan. Ang pagfafinancem bbm, general appropriations act.

Question: [if non-government] who finances the program? How do you address the challenges in raising financial resources for the program?

Response: Mga Gawad ng Kalinga. Sa Bisig ng Kalahi lang yung sa amin, pero ang target naman nila ay yung gma outside g day care center. Sila lang yung ngo. Feeding din sila. Basta yung hindi covered ni dswd. Para di magkaron ng duplication.

Question: Do you interact with other institutions doing feeding program here in the Philippines? In other countries? In what instance do you interact? Is your interaction with them regularly done? What benefit do you see in such interaction?

Response: Kabisig ng kalahi at Dep-Ed. Kung familiar ka sa national nutrioinal council, sila yun policy making. Sa kanila kami naka-angkla sa program nila. Kung familiar ka sap pan 2017-2022. Under kami nun sa 11 programs ng ppan. Si Dep-ED. Meron mga technical working group ng NCC. Under kami nila. Meron din kaming developmental partners like WFP .pag kailangan kunwari ng pondo.

Question: Ma'am kapag po ba may magdodonate sa inyo ng pagkain, halimbawa yung mga pagkain na hindi naibenta sa palengke, pero pwede pa kainin o kaya naman malapit na sa expiry date, tatanggapin niyo po ba?

Response: Pasensya na kayo at sa tingin ko hindi namin kaya tanggapin, pero naalala ko noon sa Congress, umattend kami noon. Si Red Cross. Siya ang nagdiscuss ng ganyan. Yung kokolektahin yung pagkain sa restaurants na di nabenta. Sila yun. May pinresent din silang guidelines para dun. Kung anu-anong pagkain lang yung kukunin nila. Sa Red Cross.

10.3.11 MARISSA ALMARIO

Nutrition Dietitian III of Pasig City

Date – August 14, 2019

Location – Pasig City Hall

The respondent's office is located at room 8, 5th floor of Pasig City Hall. We arrived a bit late for the interview. The respondent seemed to be a bit busy when we arrive, as she is planning what food to buy for the feeding program. The respondent is knowledgeable and is optimistic and passionate on her work.

Question: Can you tell me about the feeding programs of Pasig?

Response: First we have the First 1000 days Feeding Program. Kung saan ang inenrol po namin are the nutritionally at risk na pregnant and lactating mothers. At tsaka yung mga underweight tsaka wasted na preschoolers na age 6-23 months old. So that is a 60-days feeding we've been conducting it for 2 years na but next year gagawin na po namin 90 days. So dun muna tayo sa mothers. It is a center-based feeding ang ginawa po muna namin is nag-identfy po muna kami ng mga ieenrol namin na pregnant mothers.

Question: From TCL po?

Response: Target Client. . yes. Ang una po muna nagpaorient po muna kami with FNRI on the use of the "magbitang" table para po madetermine namin yung sino yung nutritionally at risk pregnant, however hindi po nila ito kincagategorize na underweight or ano basta nakapag-less than 95% na pregnant women na may possibility na magproduce na low birth rate infant plus yung mga anemic taka may history ng low birth rate. Pati yung mga maraming anak. Tsaka mga low-income family. Yun po yung mga pinritiotize namin. Sa 6-23 naman, they are either underweight for their age or wasted po sila.

Question: Stunted?

Response: Di sila kasama. .

Question: Ah kasi chronic?

Response: Opo hindi na po kasi kaya habulin kapag stunted na. so kung stunted at wasted sya, pwede po mahabol natin yung weight. After identifying and conducting an interview meron din po hemoglobin testing, in fact kasam naman poo yan sa pre-natal pero di sya compulsory. What we do, may pa-meeting kami sa kanila, ineexplain yung mechanics, what is expected from them and what is expected from us. And by the way, this is a GAD-funded program. Core program na po siya. So meron kami cycle menu based from FNRI menu calendar na given to us for pregnant women. Ang maganda po kaasi dun energy recommended nutrient.

Question: How often does the feeding is done?

Response: Ang feeding basta five times a week sa health center

Question: Ito pong program, when did it start?

Response: That was 3 years ago.

Question: Was it triggererd by a national program?

Response: Yes. Program na po ng DOH but it was only 2018 that law was signed "Kalusugan ng Mag-nanay Act" so prioritize ng government agencies yung first 1000 days' supply. Tapos nakaalgay po dun what programs must be incorporated. We are ahead kasi po nsi NCC, isa po yun a naging theme sa nutrition month. Yun po naorient na kami about the program, its importance at na-feel din po namin we want to address the problem of malnutrition from the womb para di na tatawid pa ng school age.

Question: Do we have numbers since we started three years ago, how man benefited?

Response: Yes may mga narrative report po kami

Question: So yung identification barangay po ba ay specific?

Response: Sa bawat barangay may program, spread sa 30 brgys.

Question: Kung GAD fund, budget ito, regular bind item?

Response: Yes

Question: So lahat ito binibili natin?

Response: Yes. Wala po kaming labor cost, the one doing the marketing and preparation ng food are the brgy nutrition scholars tsaka yung pasig health aide and it's the nutritionist in the area

Question: You have a feeding 5 days in 3 months. When does it happen, anong month?

Response: This year we wanted to start ng June however nagkaroon ng election ban and transition period. So ngayon lang po kami, this Monday ang start.

Question: Why 3 months lang?

Response: Supposedly a feeding program should run 90-120 days. Actually ang nagiging problem namin ay yung parents participation. We cannot claim the project is a 100% successful kasi hindi naman lahat naiintindihan yung importance nung program, may mga hindi pumupunta. May drop-outs

Question: Wala po bang replacements? Within the period?

Response: Meron po kaso yun ang mahirap sa center-based feeding. Una, finding a suitable venue nsa lahat ng accessible sa lahat ng beneficiaries tapos kapag nakahanap ka naman ng hindi accessible pero mas maayos na feeding. Ang pinakaproblema po talaga yung values ng nanay kasi di nila naiintindihan yung importance ng feeding kaya gusto namin may naka-incorporate na activities.

Question: In terms of target population, have you reached out to institutionalized, like, orphans?

Response: Hindi po. I think that is DSWD na po kapag ganun.

Question: So during feeding, how do you market, sino ang namimili?

Response: Ang mga barangay nutrition scholars, tsaka yung pasig health aide at tsaka mga nutritionists.

Question: Daily din po ba ang pamimili?

Response: For fresh, yes. Dyan sa market. Pero kasi weekly ang release ng budget.

Question: In terms of manpower po, ilan usually ang minomobilize for feeding?

Response: Depend po kung gaano kalaki ang population at beneficiaries.

Question: Meron po ang proportion, like 1 health aide for 10 children?

Response: Wala po. Kasi usually yung mga tumutulong na pasig city health aide nagdduty rin sa brgy health centers.

Question: So, ilan po?

Response: Usually, 4 na PHA

Question: So yung cycle na feeding program, do we cover all at-risk mothers?

Response: Hindi po. May iba kasi na ayaw kasi working mothers.

Question: Mayroon po ba sa pasig Home for the Aged?

Response: Wala pa po. We only have children in conflict with the law, teen mom's clinic. Bahay aruga, bahay pag-asa.

Question: Would you consider accepting food? Or rescued food as they call it, halimbawa po sa wet market, yung mga gulay na hindi na naiitinda kasi may kaltas sa gilid. Woould you consider accepting donations like that?

Response: We haven't experienced it yet. Philippine-Nutri Foods Corporation. Pero they give processed foods na lamost near expiry na. Pero binigay namin yun sa Soup Kitchen Project ng Simabahan. Tsaka we are very careful with that at the moment. Kasi po may issue lately noong nagpakain nung birthday ni Ms. Imelda Marcos dyan sa Ynares Gym na may food poison daw. So kapag gaayan we have to see first yung food kung pwede pa. And then we also have to determine kung mayroon bang on-going na feeding program? Syempre kapag ganun kailangan maiserve agad kasi masisira lang yun at hahanapan pa namin ng storage. Siguro best to give that sa jail. Kasi maliit lang ang budget ng food ng jail. Pero kung food for the kids, worried po ako.

Question: In terms of manpower, have you tapped on volunteers?

Response: Yes, volunteer mothers.

Question of respondent: Ma'am, sa food donation kailangan po ba lagi fresh?

Response: It can range ma'am, pwede pong in-cans, mga non-perishable.

Repondent: Ah yun kasi yung worry ko maam kapag fresh worried ako for the kids. Pero depende pa rin po yung food kung tatanggapin namin kasi, for example, may donation na processed. Hindi namin yun pwede tanggapin kasi magiging against sa nutritional goals namin for the kids.

Question: Saang simabahan po yung Soup Kitchen?

Response: Sa Immaculate Concepcion Cathedral.

Question: Is it a regular feeding?

Response: I think so. Every Sunday lunch time.

Question: Do you think an LGU can lead a Food Donation Network, targeting various beneficiaries?

Response: I think it will depend on how you will lay out the plan and purpose of the project.

Question: In your experience, how long have you been in the government service?

Response: 40 years. I started when I was 22 years old.

Question: Through political cycles, how does one program become embedded na Pasig city program yan.?

Response: Na hindi icclaim ng mayor?

Question: Na kahit na icclaim nya pero magutuloy-tuloy pa rin yung program

Response: Sigruo ang maganda dyan, basta maipakita niyo na yung project is achieving its objective.

Question: Considering na matagal ang administration ng mga Eusebio, do you feel any threat na hindi matutukan yung program?

Response: I am very optimistic. Kasi knowing Mayor Vico, he si very accommodating naman siya.

Question: Can you give a project with close-collaboration to private sectors?

Response: Yes. Caritas is a member of the city nutrition committees, Pasig Host Lions Club. Tanglaw.

Question: What do they do?

Response: Feeding program. For example nga po sa Pasig Lions Club. Kasi po well-funded ang feeding program namin, eve the DSWD and Dep-Ed, at tsaka the city provide fund-augmentation. Kaya onti lang ang NGOs na lumalapit kasi they feel na hindi na namin sila kailangan.

Question: Di niyo pa sila naituturo sa jail?

Response: Di pa po. Kasi ang target po kasi nila pre-schoolers e. Kaya po ang ginawa ko for Pasig Lions Club, bingyan namin sila ng target na adopted barangay, which is Brgy. San Miguel. Part na po sila ng program kung saan last year, sa closing ceremony, bingyan ko sila ng project na magbigay ng mother-baby kit lalo na sa mga bagong panganak. For this year, nirerequire ko sila magbigay ng iron-fortified rice.

Question: So kayo po angg namimili ng gagawin nila?

Response: Yes, para walang duplication.

Question: May sanitary permit po ba ang ating mga feeding centers? As part po ng Food Safety Act

Response: Yes, for example po sa mga school, may sanitary permit ang kanilang mga kitchen.

Question: Are they also trained for food safety?

Response: I think so. They have health certificate. The seminars tuwing summer nagaganap. May iba rin umaattend ng Food Handlers Class.

10.3.12 ROMINA PERLA

Supplementary Feeding Program Focal Person of Feeding Program of Pasig City

Date – August 14, 2019

Location – DSWD Building, Pasig City Hall

The respondent's office is located at the 2nd floor of the building. The room has dividers to separate the desk of each staff. There are about 8 staff sharing the room. We had the interview on the respondent's desk, she was very welcoming and is passionate in helping people especially to children.

Question: Can you tell me about your position?

Response: I am the Focal Person ng Supplementary Feeding Program.

Question: How long have you worked here?

Response: 17 years na. Pero as SFP, 9 years. Pang-9th ko ngayon e.

Question: Can you tell me about the feeding programs?

Response: Meron kaming dalawa. Yung isa para sa mga day care enrolled at community feeding sa mga indigent at undernourished children.

Question: When did the program started?

Response: 8 years na.

Question: So, 2011 po?

Response: Yes.

Question: Tuwing kelan po ito?

Response: Nagfifeeding kami 5 times a week. 120 days, July to December.

Question: Ano pong age-bracket yung covered ng feeding ninyo?

Response: Para dun sa mga day care enrolled ito yung mga 2-4 years old. Then sa community-feeding naman namin, para sa mga 2-3 years old na hindi enrolled sa mga day care namin. Ito yung tinatawag na Supervised Neighborhood Play.

Question: Magkano po yung budget ninyo para dito?

Response: Ang fund namin ay nanggagaling sa central office, ang breakdown niyan, 11 pesos hot meal at 4 pesos sa rice. Pero dahil mabait ang mayor namin, mayroon augmented fund ang city para diyan. So, yung galling sa city, additional 17 pesos. Sa 17 pesos nay un, sinasamahan namin ng milk yun tsaka fruits.

Question: May sinusundan din po ba kayong menu tuwing feeding?

Response: Meron, yung bigay samin ng regional office. Meron kami iba ibang committee para dyan. Kumbaga dinidivide name yung mga mothers. May task na yan, may schedule. Committee on marketing, cooking, syempre pati cleaning.

Question: Ilan tao po ma'am ang kailangan?

Response: Madalas yan tig-2 per committee.

Question: Lahat po ba yun mothers?

Response: Hindi naman. May mga pasig city health aide, mga social workers na tumutulong.

Question: Sa preparation ng food ma'am susundan lang po ba ng mga nanay yung menu?

Response: Yes, lahat naman yun supervised ng city nutritionist namin. Tsaka kami ni Ms. Baby.

Question: Hindi po ba kayo nagkakaroon ng conflict sa feeding ng pasig?

Response: Hindi, kasi magkaiba kami ng beneficiaries. Yung sa amin, mga identified undernourished na bata at tsaka mga indigent.

Question: Ilan po ang mga bata beneficiaries niyo?

Response: Noong 2018, 5,200 sa SNP tapos 5,000 children sa day care enrolled. In total, 11,200 children. Nitong 2019 kasi tulad nga ng sabi ni Ms. Baby, hindi pa kami makasimula sa feeding kasi nirereview pa nila yung budget. Tapos ang gusto pa nila magkaroon ng regional procurement ng food. Eh mahirap naman yun kasi wala na kaming assurance pagbaba dito sa amin. At gusto pa nila babaan yung nukber of beneficiaries ng less than 2000 kids. So yung yung pinaglalaman ni Ms. Baby

Question: Have you tried reaching out to other institutionalized population, like orphanages?

Response: Ayan, ang sasagutin sa inyo ni Ms. Baby.

Question: Ah ganun po ba, so ma'am bukod sa regular feeding na ito may iba pa po ba kayong feeding programs na hawak?

Response: Yung mga sponsored programs, pero bihira yun. Kung kelan lang may lumapit, saka lang meron.

Question: Makapagbibigay po ba kayo ng name ng sponsor sa mga ganung klaseng feeding?

Response: Meron. Si Ortigas Home Depot. Pero nagbibigay lang sila ng budget, kumbaga budget sponsors lang namin sila. Ang mga beneficiaries nun ay yung nasa school ni Bobby. At tsaka meron din kaming Summer Feeding

Program, pero budget na yun ng LGU. Ganun din 17 pesos yung budget. Pero wala yun kasamang milk, fruit lang. Mga beneficiaries nun, ganun din mga 2-3 years old na bata. Parang Supervised Neighborhood Play din pero tuwing summer lang.

Question: Gaano katagal po iyon maam?

Response: 45 days,

Question: Ma'am kung kayo po ang tatanungin, willing po ba kayo mag-accept ng food donation, for example po sa mga palengke, hindi po lahat ng paninda dyan ay nabibili, so kapag di na pwede itatapon na lang. So, ma'am kayo po, willing po ba kayo mag-accept ng mga goods na pwede pang kainin or lutuin bago pa sila itapon or mag-expire?

Response: Maganda rin 'yang idea na yan pero kailangan may inspection muna para sure tayo. Pero oo, magandang idea yan. Iyan ang maganda ninyong itanong kay Ms. Baby.

10.3.13 MYLENE GARCIA

Social Worker of City Social Welfare and Development (CSWD) of Pasig City

Date – August 14, 2019

Location – Social Worker's Office

The office of the respondent is located at the ground floor of the CSWD Building. The room is a bit small because there's tons of papers and folders stacked everywhere. Our interview with her was a bit short because she has an appointment waiting for her outside her office. The respondent has a cheerful personality and is passionate on her work.

Question: Can you tell me about your position?

Response: I am a Social worker ng CSWD.

Question: How are you involved in feeding programs?

Response: Sa Century Pacific, mayroon silang foundation na "Kain Po foundation" nila ay naghahanap ng mga beneficiaries na matutulungan nila in terms ng kanilang produkto, kahit na sabihin nating de-lata. Di ko alam kung paano nila kina-categorize yung mga de-lata; kung ito ba ay mga nayupi, or nearly expiry. Hinahanapan nila yun ng mga pwedeng pagpakinabangan pa kung saan lalabas as donations nila for sa kanilang foundation. Kaya coordinated sila dito sa social service para maidentify yung kanilang mga beneficiary. Mostly ang kanilang beneficiaries' ay yung malapit sa kanilang warehouse

Question: Saan po ito maam?

Response: May warehouse sila dito sa pasig sa may Brgy Pinagbuhatan. So yung target nila ng beneficiary, within the area nila. Brgy Pinagbuhatan is the one of the identified poorest barangay na may biggest population. Nagkataon na sila.

Question: Meron po ba silang target na beneficiary doon sa barangay?

Response: Mga bata na 3-7 years old na kung saan, maybe sila ay in school na or out of school na, kasi iba yung age nila e. Ang style naman doon ng identification ay para mas maiwasan pa yung paglalagi ng mga bata sa lansangan, kasi diba sa age 4, 3, 5 hindi lahat naeenrol agad. So ito yung mga community na na-identify ng ating mga community leaders at the same time yung may mga big family members. Parang ang nagyayari ay prevention to be street children. Para din syang Supervised Neighborhood Play na dadalawin sila ng community leader, total 30-50 na bata, tapos magkakaroon ng short, aral-aralan. May values teaching, story-telling, or playtime lang bago tayo mag-eat. Sa eating naman, purely cans lang dino-donate ng century. Yung rice naman, yung rice at saka pangluto sa rice and ulam, through social preparations namin social workers. Magkakaroon muna kami ng meeting with the parents, na ikaw parent, ito ang part mo. Kaya they bring luto ng kanin kapag feeding. Minsan nga active yung mga nanay, nagiging creative. Minsa gusto nila spaghetti. Talagang pinalalakas po namin yung parents' participation.

Question: So, 30-50 na bata, gaano karami po yung dinodona nila?

Response: Di ko alam exactly kung ilan, pero estimate nasa 2000 cans. Good for one month na yun. Hanapan kita ng Delivery order, kaso wala ako

Question: Ilang staff po ba ang involved meron po ba from Century?

Response: Yes, may mga bumibista, once a month, may monitoring officer na bumibisita at may social worker din sila, mga 3-5. Tapos minsan meron silang big event, yun naman yung time na may interaction sila with the children, naglalaro, madami sila pag ganun.

Question: Tuwing kelan po nagkakaroon ng big event?

Response: Once a year. Pag ganun mga 10 sila mahigit. Kami naman kasi sa communications with sponsors, updates, accomplishments, planning puro kami po yun.

Question: Tuwing kelan po ang feeding?

Response: 3 times a week. Pero actually, depende yun sa sponsor. Kung kailan lang sila may mabibigay. Pwede one week, depende sa kakayahan ng sponsor.

Question: Kelan po ba nagstart itong program nila?

Response: 2012 ata.

Question: Hanggang ngayon po?

Response: Yes. Actually nag-iba iba na nga po yung supervisor nila e pero nakakatuwa pa rin naman po na hindi pa nila binibitan yung community.

Question: Hindi naman po ba sila nagiging dependent?

Response: Hindi naman, kasi alam nila na magkakaroon lang kami ng ganun kung kailan lang may mabibigay si Century. Tsaka meron din kaming memorandum of agreement para maklaro po yung tasking ng CSWD, ng parents and ng sponsor para klaro po yung agreement.

Question: So ma'am yung budget sa kanila lang? Wala po kayong inaambag na fund para dito?

Response: Wala naman. Talagang lahat galing sa sponsor. Kasi food talaga yung manggagaling from them tapos sa parents yung kanin at pagluto.

Question: Required po ba may food safety training kayong mga workers para sa preparations ng pagkain?

Response: Meron po kami tinatawag na sessions. Meron kaming tulad ng parent-effectiveness session, kasama naman po diyan un values formation at the same time nag-iinvite po kami ng other professionals like yung Brgy health nutritionist para maglecture. Meron din first aid, ganun. Pero puro initiatives ng social worker yun para mas mapalakas pa yung community.

Question: Bukod sa Century, meron pa po ba ibang companies na nagssponsor ng feeding?

Response: Yung Ortigas & Company. Nagpapakain sila three times a day sa mga bata mga identified namin, under ng early childhood care and development. Binudgetan nila yung bata ng kanin at ulam ng 20 pesos per child. Dati 15 peso per child yun. Ganun din, kami ang nagluluto ng ulam, kami bibili ng bigas, ng sahog. Nagstart 2005.

Question: Hanggang ngayon po ba meron pa?

Response: Yes.

Question: So mula 2005, 15 pesos? Kelan po naging 20?

Response: Nung naging mahal yung bilihan. Siguro around 2016. Siguro ang key rin kasi din yung transparency tsaka trust ng sponsors. Ngayon nasa 300 plus na bata for 6 centers na. Nagstart kasi sila sa isa noong 15 pesos yung budget nila noong 2005. Sila naman talaga, minsan iniinvite nila yung beneficiaries like kapag trick or treat, iniinvite yung mga bata sa building nila. Minsan may mga medical miisison, namimigay medicine, nagvavaccine, dental. Meron din kaming MOA sa kanila. Tsaka yung mga sponsor namin ma'am, very open sila kay mayor hindi lang sa CSWD lang. Kaya thankful kami na napili nila ang Pasig

Question: Hindi po ba sila nagdodonate ng food?

Response: Wala.

10.3.14 HONNIELYN C. FERNANDO, MD, MPH

Assistant Health Officer, City Health Office of Marikina

Date – August 14, 2019

Location – Assistant to the City Health Office Room

The office of the respondent is located at the 6th floor of Marikina City Health Office. The respondent has a jolly personality and is honest and straight-forward with her answers. The interview was short but enlightening .

Question: Has there been any initiative or exploring other donors aside from government bodies?

Response: At present. Ang target natin ng mayor natin ngayon ay nutrition, kaya lang nakukulangan sya ng urge para dun but then I do believe so kasi binaba na feeding programs sa barangays. Ako to be honest, di ako masaya sa feeding ng NGO. Picture dyan, doon. Kasa kapag feeding dapat may objective ka, may target ka, may end product ka na matatangap. Example mag-alaga ka ng sampu, kahit isa nga lang mapaganda yung nutritional status ibig sabihin may nakuha kang results, hindi yun picture picture lang. Especially during campaigns. Wala ako nakitamag tagal ng 6 months talagang sustained.

Question: Would the LGU of Marikina, would be willing to explore multistakeholder network to promote food donation program?

Response: Yes absolutely. Explain ko. before, during disaster, syempre maraming donations na dumadating. Lalo na sa Marikina, it's only half a Million population, mga evaccenters. Pag ganun po maraming food, bihira ako makakita ng malalaking NGO, usually meron pero di sila involved. Mero nagta-tap ng mga NGO na malaki, kapag nakikita sila na nawawala. For example disaster, ang food niyan galing sa city hall, may committee kami with leaders and staff na nagpprepare. Ngayon per school na. Yung canteen, through cooperative nila, bibigyan sila budget. Sila gagawa, maganda yun kasi they are counting na yung specific na tao alam nila kung ilan ng binibigyan nila. Unlike before, bigay langng bigay, maraming wasted. Example noong Ondoy, madaming naawa sa amin kasi buong marikina lubog. Makikita mo yung gardenia nagbibigay. Minsa makikita mo yung mga bata inaayawan na, minsan tintapon pa.

Question: Why is that?

Response: Sa maghapon na madaming namimigay na NGOs. Ang daming napapacks, before an usapan may magdodonate sa cswd, then sila mamimigay. Eh kaso kasi ang iniisip nila kapag dmaan po doon, hindi lahat ng dinonate ay maibibigay. Kaya gusto nila sila mismo nagmimigay. Why? With picture kasi ganito ganyan post sa website nila. Most NGO looking for sponsors. Unlike pa sa institutional na may proposal ka, documentation and everything. But hindi nila nakikita, naasayang na sometime syung ma food packs, kasi diba nauna ami nagkaroon ng cubicle ng tents, nag-iipon sila ng water, ng bigas.

Question: so nagho-hoarding sila?

Response: Ito ang reality kaya maga-id system kami. Tuld nito lang may habang. May 11 families, around 150 members ata. I'm not sure with the numbers. Wala pa namn sa warning kasi pero nagpalista na kasi nga sigro nabalitaan nila na magkaka-id system na sila. Iniisip kasi nila, mamimigay na ng food if wala kang ID, walang ibibigay. Segurista. And sometimes I work as camp manager, may hawak akong gym, "sino ang father of the family?" taas kamay "Ilan kayo?", "anim po", "asan yung anim"?, "nasa bahay po, nagbabantay". Which is di mo ma-blame, pero kasi para sa akin parang niloloko mo yung gobyerno, niloloko mo yung sarili mo. Eh pero sabi ni mayor, magbigay, edi sunod lang kami. Pero ngayon di na, yung donation nappunta sa wastage. Minsan "oh meron dito 150 tao" pero less than 50 lang nandun. Tapos kungtatanungin kung asan yung iba sasabihin "kasi po nagbabantay sa bahay ganito ganyan" So minsan pag ganun edi bigay na lang. Dati kasi 5meals a day yung bigay, breakfast merienda, lunch, merienda dinner. Lalo na ngayon kasi mabait mayor namin pero dati noong time ng Fernandos, unang evacuation walang supply yan syempre galing pang bahay yun. So, ang bigay, bukas ng umaga. Breakfast na.

Question: How do you manage the volume of food? Kasi from what I imagine, it ranges from fresh to canned and processed. .

Response: Ganito po yun, dati, pa madami canned goods. Kaso madami nagreklamo. Kaya ngayon, Di lang sardines, may corned beef, halo halo na. We have around 55 heads in the system, may mga committee po dyan pag halimbawa ganitong oras, pupuna na sa kitchen Marikina sports park, converted yan. May stock tayo ng goods, yun yung uunahin nila tapos magmamarket tayo ng fresh andyan lang nama yung palengke. Lulutuin na natin. Ang drawback lang po niyan, syempre hindi lang isang kawa yung gagawa, mga sampung kawa. Pero kung ako tatanungin, Is the quality the same? No. Kasi iba iba yung nagluluto. So iba iba ang panlasa ng nagprepare. Is it really cooked? Is it overcooked? Kasi kami nakakatanggap kami ng cooked, eh baka sa iba hindi well cooked.

Question: Pero for safety?

Response: Yes, I guess. Kasi takot kami sa food poisoning.

Question: Is there a room for LGU to test a LGU lead Food Donation Network and ensure that there's adequate food for everyone?

Response: Yes, I guess.

Question: Who do you think would lead?

Response: Ako personally, I think si Dr. Angelito Llabres. He's the administrator of the sports park. Sila ang in-charge for the food committee. Sila ang preparer, kami dito ang end-user. Siya kasi nagprepare ng eveything, hands on yan magaling yan.

Question: You mentioned may food storage, saan?

Response: Yes. Dr.Lito knows. Iba pa ata yung para sa DSWD. Or I think, magkasama na. Im not sure. Kasi working in progress kami for adapting management.

Question: Do you have other institutionalized population, like orphanages, home for the Aged, prison, juvenile?

Response: Meron tayo GAD-Children in conflict with the Law, Rehab for drug. Meron din tayo Boy's Town. Senior citizen, meron lang tayo OSCA.

Question: Kaya ko po natanong yung institutionalized population kasi sila usually yung maliit yung budget or as often we hear, maliit ang budget sa food. .

Response: Kasi ang budget usually lumabalabas lang yan tuwing disater.

Question: So wala po kayong regular na . . ?

Response: Di ko lang masagot, sa CSWD siguro. Usually kasi pag may kailangan kami si CSWD ang nakakalabas ng funds. Kaya di ko exactly masagot yan. Pero I think Doc Lito, kasi Head Committee on Food.

Question: Di naman kayo nakakakita ng nagre-resell?

Response: Di naman, naririnig lang pero di namin ma-sure. Kung meron man, siguro di food, sometimes kasi they give items, like blankets.

10.3.15 VICKI WIENEKE

Executive Director , Kabisig ng Kalahi, Inc.

Date – August 19, 2019

Location – Via Mare restaurant, Powerplant Mall

Ms. Vicki Weineke was very spontanous, volunteered information without being prompted and showed interest in the study. Two of her partners from Zonta Internationale joined us during the interview but remained active listeners. At the end of the interview, she proposed a platform where donated food will complement the current government feeding programs.

Question: Can you tell me about your food donation or feeding program? Why did you start it and when?

Answer: Having retired from the garment industry and motivated to help in addressing poverty, I started a feeding program in 2001. But without even looking for partners or donors for the program, partnerships and collaboration started to support the program. Right now, we have 3 different programs targeting different vulnerable population. Each of these programs has the following components:

- a) 120-day feeding program
- b) Beneficiaries are profiled and their baseline health and nutrition status recorded, following a protocol (and necessary forms) that had been developed for the program ; part of the protocol is to ensure food safety
- c) Inexpensive meals are designed/planned by FNRI and DSWD nutritionists
- d) Educating the beneficiaries is a vital component of the program to ensure replicability of meals at home

Question: can you expound on your three program? Who are your beneficiaries, how are they selected? Ho are your partners in implementing these programs?

Answer -Our programs include:

1) **FIRST 1000 DAYS**³³

Target beneficiaries	Pregnant women and poorly nourished children 0-2 years old
Identified by	LGU Nutrition Office through a mapping activity at the barangay level
Partners	The City government of Quezon (M.M.) through Mayor Herbert Bautista, has entered a Memorandum of Agreement with Kabisig ng Kalahi and UNILAB
Implementation sites	20 barangays in Quezon City

2) **Community-based feeding**

Target beneficiaries	Children older than 2 y/o and younger than 5 y/-of beneficiary family
Identified by	DSWD in partnership with LGUs
Partners	The UNILAB and the City government of Quezon (M.M.) through Mayor Herbert Bautista, has entered a Memorandum of Agreement with Kabisig ng Kalahi and UNILAB
Implementation sites	At the barangay level, however. the location for community-based feeding centers depends on where the barangay government has real property, thuscommunity feeding centers may not be accessible to beneficiaries

3) **School-based feeding program**

Target beneficiaries	School children who are given lunch every day to remain in school; volunteer parents are taught food safety and in preparing nutritious meals
Identified by	DepEd; Previously implemented by DTI and Philippine Competitive Commission
Partners	Various corporate sponsors; example is Jollibee Group Foundation who sets up Busog, Lusog, Talino (BLT) Feeding Kitchens to provide lunch for a cluster of schools
Implementation sites; operational notes	At the school or cluster of schools under Dep Ed. Volunteer parents are provided with honorarium, allowing them to earn some money

³³ The First 1000 days covers the period between conception and before a child turns 2-year old. This is when a child's brain begins to grow and develop and when the foundations for their lifelong health are built. Thus, poor nutrition during this period can cause irreversible damage to a child's growing brain and profoundly affect a child's ability to grow, learn and thrive.

- Through the years, Kabisig has reached 50 thousand beneficiaries in all its feeding programs.
- We have touched one Million lives, which is the total of beneficiaries and their families.

Question: You mentioned Jollibee Foundation. Do you have any difficulty engaging them or getting their support for your feeding program?

Answer: There is no scarcity of corporate sponsors, but there is a need to match them with the right program, i.e., a program that they will be accountable for. I also find that they want a program and/or program site to themselves, not pooling their resources with other corporations to support a program. Our corporate sponsors include UNILEVER, Jollibee Foundation, Unilab. There are also individuals and groups that are willing to help. Example is a group of Ateneo graduates who have the capacity to help, whether monetary or in kind.

Question: You mentioned livelihood program for the beneficiaries. Can you tell us more about this?

We have worked with Zobel Foundation to support a community in nutrition program and lessons include a module on pagmamahal sa bayan. The mothers were taught to produce Sigla Packs, these are nutritious snack chips sold now in schools.

Question: Going back to the objective of the study commissioned by the WWF, what do you think would be the role or contribution of food donation in these programs or any related ones?

Answer: Your study and questions are in fact timely. DSWD is asking me to help them improve the implementation of their activity centers. The program is under DSWD and implemented with the LGUs. The activity center targets street families where nutrition and livelihood programs are lodged. The private sector can donate food. We are now working with Zonta to provide the warehousing of donated food. The community kitchen where food safety and hygiene as well as values formation can be taught. We are working with Pasig City for 24-hour activity center.

I think we can set up a **CSO-led activity center** with the following components:

1. Nutrition and feeding program using ready-made food
2. Social preparation and partnership building with partners with already engaged LGUs and corporations like Jollibee foundation
3. Values Formation & Modules
4. Transportation and warehousing of donated food
5. Setting of a management center for coordination and logistics
 - a. We can have a workshop with DSWD
 - b. Kabisig is willing to implement
6. Establishing several activity centers per district/LGU
 - a. 8AM to 8PM operations
 - b. Beneficiaries are profiled and provided not only with food but also with modules on nutrition and food safety, hygiene, values formation and livelihood
 - c. Managed by 2 street educators/activity center
 - d. Possible stipend for volunteers

It is important to put a structure to all of these and I hope WWF and your company can help us conceptualize and implement.

10.3.16 ANGELITO LLABRES MD, MPH

Administrator, Marikina Sports Complex, City Government of Marikina

Date – August 19, 2019

Location – Marikina Sports Complex Administration Office.

Dr Llabres described their Ondoy experience very well and was very knowledgeable about the program. He identified lessons from their experience and as they implemented the program through the years. He was mindful of the LGUs role in implementing such program and expressed reservations in implementing the new directions for the program but remained hopeful for positive results.

Question: Can you describe the food production and food distribution program of your city, and the motivation in creating the program?

This program and my role in it started during Ondoy in 2008. It was an extraordinary event, with widespread impact. Everybody was affected. After securing my own household, I went to the Sports Complex to see how I could help. I bicycled to the sports center. All my cars were submerged in the flood.

Ondoy brought devastation everywhere in Marikina – the volume of rainfall was just too much for too short a time. There was no transportation. I saw cars on top of another or hanging from a tree! Everybody was devastated by the flood. For instance, the flood reached almost the ceiling of this room (the room is in ground floor).

When I arrived here, there were only the Mayor, the city veterinarian and me. So, I was put in-charge of providing food for relief operations. No stores were open so we cannot buy food for volunteers and staff in relief operations. My staff, who were stuck here overnight because the flooding prevented them from going home, were mobilized to purchase everything, including cooking utensils and food supplies.

Businesses and banks were closed. Mayor Marides Fernando, the mayor of Marikina during that time called one of the large banks and asked for PHP 1M in cash so we can start relief operations, particularly food production and food distribution. So, our unit served the functions of DSWD right after Ondoy: we lead the relief operations; we repacked and distributed food, not only for affected families but also for those working on relief operations.

Question: Can you describe the amount of food you have to prepare? How many persons do you have to prepare food for?

In the beginning, we were providing food for 15-20 thousand people per meal, multiply that by 3 meals a day. After the first week, help and volunteers from outside Marikina started to arrive. While we were serving fewer and fewer people over time, the food preparation/food distribution went on for three months.

The challenge initially was to prepare food when no store was open. Business owners secured their families and personal properties before they opened their stores.

The Sports Complex Administrator's staff became the cook. We have about 86 people assigned in food preparation, packing and distribution. For example.

- For a 50-cup rice cooker – this could feed 100 people. We have 40 such rice cookers, which means we can cook rice for approximately 4000 people at one time. But we have to be careful not to plug on few electrical outlets that could cause fire.
- If viand is meat, 1 kg can serve 10 people. This means that for the 4000 people served rice, about 400 kg of meat will be needed.
- One large kawa (large wok), can cook for 100 people, which takes about 35-40 minutes.
- Note: the staff can request for OT pay. But it depends if there is budget for the year.

Question: How much do you think a meal/person cost?

During Ondoy (2009), our estimate was PhP16/meal/person, but current estimate is approximately PHP 32-35/meal/person

Question: Where did you store all those food?

Sports complex became the warehouse. We had to manage enormous amounts of donated food. For example, NISSIN sent a 40-footer container van filled with NISSIN noodles. One LGU donated 500 sacks of rice. Another brought so many liters of mineral water.

Question: Did you institutionalize your experience during Ondoy, in terms of preparing and providing food?

We realized several things from Ondoy experience:

First, disaster preparedness planning and training always give a scenario where one or several barangays of a city or municipality is affected. So even when we had disaster-preparedness plan, we were not prepared for a calamity that struck the entire city of Marikina. Who will help us when all of us are affected by disaster?

We established with an inter-LGU cooperation with Quezon City, because it is our neighbor, it is large enough to assist us. Marikina is also a member of inter-LGU cooperation among cities along the Upper Marikina Watershed area. This includes Marikina, Pasig, Antipolo, Quezon city and several municipalities in Rizal province

Second, whatever the calamity, all city first responders and operatives have assignments and functions. They know where they will report for duty; what will be their task. The affected families also know which evacuation camp they should report to.

Third, first responders and LGU operatives are provided food on the day of disaster, while the affected families are provided meals on the second day. The assumption is that they still have food from their own homes that they brought to the evacuation centers.

So, my team continue to manage the food preparation and food distribution during disaster. The identified cooks for food preparation/food distribution are not required to have food safety training but everyone follows personal hygiene and ensure that fresh foods are cooked first.

Once food is cooked, they are repacked and brought to the camp commander, who will distribute to affected families.

Question: How much food do you store in preparation for disaster?

We store food for at least one meal. This means:

- 50 sacks of rice
- 100 boxes of corned beef or any canned food
- These are stored in about 60 sqm storeroom.

Then after that, we buy as we need, funded by the LGU.

Or when there is no disaster and stored food is about to expire, we distribute them to needy/poor families.

For donated food, we like high protein crackers with long shelf life.

Question: Considering that the LGU provides funds for food preparation and food distribution, who are usually your beneficiaries?

The feeding program of the LGU is basically two-pronged:

- a. To improve the nutrition status of malnourished children
- b. Food provided and distributed during disasters

There are also other population groups that can benefit from feeding program/ distributed food:

- a. Battered women
- b. Residents of Marikina Drug rehab Center

Question: Given everything we have discussed, do you think Marikina LGU would be interested in starting or supporting a food donation program?

Yes, but food donor must be legitimate for LGU to enter into MOU to accept donated food. The food must still be safe or legal to distribute. This is in reference to expiry of canned foods.

This could become a regular program of the LGU, prioritizing populations that are not otherwise priority. Target beneficiaries may include residents of drug rehab center, jail, community centers.

Question: How do you prevent mendicancy and promote sustainability?

Don't make the food too good or too nice for beneficiaries so that only those who need them will actually avail of the prepared food. Also, the merit of the program will withstand the changes in local leadership and make it more sustainable.

We just developed a new mechanism to implement the food preparation and food distribution program:

- a) Mobilize the school coop of all evacuation camps
- b) Central kitchen (under Dr Llabres)
 - Prepare and distribute food for all operatives
 - Provide food for augmentation forces (from national agencies)
 - Provide support to coops
- c) Process

- first meal – food to go
- second to last meal – cooked by coop or central kitchen
- d) meal pack includes
 - spoon and fork
 - water
 - rice
 - viand
- e) cut-off time for preparation
 - breakfast – 12 midnight
 - AM snacks – 4 am
 - Lunch – 7 AM
 - PM snack – 11 AM
 - Dinner – 12 noon
- f) For distribution
 - breakfast – 12 midnight am
 - AM snacks – 9-10 am
 - Lunch – 11 AM
 - PM snack – 3 pM
 - Dinner – 7-9 pm

10.3.17 HON. VICO SOTTO

City Mayor of Pasig City

Date – August 20, 2019

Location – Pasig City Hall

We waited for fifteen minutes in line to be able to interview the Mayor; however, we were only given 5 minutes to meet him. He seemed confident with his answers and is optimistic in leading such projects because he sees that it could really help a lot of people.

Question: Would you be willing to lead this Food Donation Network?

Response: Yes. Of course. We're actually looking at several options right now. We're open to have such programs.

Question: Who would be your target beneficiaries, then?

Response: Indigents and homeless people.

Question: How would the structure be? Are you going to work with NGOs?

Response: Anyone who would want to help would be welcome.

Question: About the type of food, will you be having preference like canned goods? Fresh?

Response: I am not particular to the type of food, as long as the nutrients are there, the vitamins and minerals for the child, it doesn't matter what form it is.

Question: For the funding? Will it be funded by the city?

Response: It could be. If you have proposals, you can send it to us so we can study it.

APPENDIX 4. INTERVIEWS WITH POTENTIAL LEAD IN IMPLEMENTING THE FOOD NETWORK

10.4.1 JOMAR FLERAS

Executive Director, Rise Against Hunger

Date: August 19, 2019

Location: Rise Against Hunger Office – Makati

For this interview, we asked the respondent for a concrete manifestation for his willingness in leading a Food Donation Network. The respondent seemed confident with his thoughts re Food Donation Network.



Figure 10-1. Interview with Rise Against Hunger Executive Director, Jomar Fleras

Question: From our last interview, you told us that you would be willing to lead the Food Donation Network. Can you tell us something about your motivation in leading such network?

Response: Yes, actually we are already recognized and partnered with the Association of Asian Food Bank. We currently operate the Food Bank in Taguig, also in . . . soon in Bacolod and we're going to open one in Tondo, Manila. And at the same time we expand our food baking operations in Dagupan, Cebu, Iloilo, Bacolod, Cagayan De Oro, and Davao. On different parts of the Philippines. Although we have partners there that we work with, they would distribute rescued food. We rescue about average roughly about 2 Million pesos of rescued food a month.

In fact there is a bill in congress right now that we are pushing for the passage to a law of food donation law which is more focused on food banking. There is a Food Donation Act that was approved, but it was more focused on donating food to Red Cross during disasters. So it is not rescuing food but donating. It allows even foreign government to donate food. This is not a state of rescuing food. You can say that rescuing is in help in terms of the environment, you know for sustainability.

We are working on a system right now. We studied the environment usually when you look at . . . for example, WWF works with food restaurants. The volume there is not enough for food to rescue. Sometimes, in terms of logistics, it would cost more to rescue food than just buy food, than redistributing it. I mean it makes sense, you create just

a larger carbon footprint, so you're not actually solving the problem. Also we want to be able to make sure, we're not like garbage collectors, sometimes they just want to throw away food. We want to make user how to take care of food that is going to be rescued. So it's not for animal consumption but for human. So there's a lot of safety regulation that have to be integrated and considered, like packaging preparation, and transportation. So we are deciding the food donation act with Zendesk wherein we were able to get food rescuers as volunteers, food donors, also the food bank. Sa food bank we will be like a clearing house. Like for example if she owns a restaurant and that you're recognized as a donor, you would have to enlist with us. How to prepare the food, how to take care of it, because not all can be donated. We won't accepted the one that has been served already, something that was touched by the consumers. Not literally leftovers. So what she would do is she would go to the website, she has to answer question, like what type, when is the pick-up schedule, how its cooked, then we try to see if this is good.

For example pastries but we prefer most definitely dry food. Okay, if she is a member. And then she registered as a food donor and everytime she has a food to be rescued, it has to pass to us, and then I will alert our food rescuer and sometimes I have to decide if the volume is enough for us to collect it, especially with processed food, canned goods or frozen. When we do our rescue with our truck, there's like 300 boxes, like minimum 100 boxes of food. Because quantities that are small we go to the next level, these will go the food rescuers. For example you want to be registered as volunteer. Then you need to pass an exam, an online exam on how to rescue food how to take care of food then we alert you through our system. Like if example you're in Makati, we alert every rescuer in Makati that you're in Makati. Then we have to see, this is the pick-up time. If you say yes, I'll rescue it. It's like getting a grab car that will give you an alert or message that you are asked to rescue it then also tell us where to give it. Does she have preference? or if you're going to the next town, say I will be on this area, there's an orphanage. We also ask the orphanage, if they can accept the food. If they say yes, then we get all the yes together; the donor, the rescuer and the recipient, then it is done. Then we also have to make surer the food recipient will actually be receiving the food in good condition. For example, If you decided to eat the food yourself, then you'll be listed as recipient. It's still not online, it's a work-in progress. We are talking to on how it could be web-based. And if so, we have to test first in small scale like for example, Makati restaurants and work from there.

Question: If eventually this website would work, would you be adapting this to the Network?

Yes, if the system is fixed, we can expand. We can have food rescuers in Cebu, Davao, but then it has to be, there should be like a settled area preferably a densely populated area. I mean if you go to the provinces, you can't be rescuing food then going up to the mountains. it has to be next 1, 2, 3 kilometers distance.

Question: If you're going to lead the FDN will you keep the name or logo?

We can always create a new logo for this, once it gets bigger. Because a network is not just us. Because we cannot be responsible for everything, this is a lot of work. When this gets big this is like going to be like operating a call center. Because not everything can be automated, there has to be somebody, some human to make the daily decisions. We have to see, smell, feel the food is still good for human consumption. Even a computer cannot make those decisions. We should be able to have this network, food rescuers, like other NGOs, other food banks that can capacitate because we cannot do everything. That is something we could discuss if this arises.

Question: What would be your target beneficiaries then?

NGOs, orphanages, Soup Kitchen, Churches. I get a lot of request from churches. The only problem for that they only operate every Sunday. That limits, nothing happens during the week for them, they only have Sunday schools, so we have to decide. But some of churches are hard to reach. Eventually we have to be able to scale this up and make sure that wide effort. We already talked with our partner organizations; Negrense Volunteers for Change Foundation, Inc. in Cebu. Or partnering with Building Opportunities Philippines, Food Banking Philippines in Iloilo, and International Care Ministries. These are large recipients. For example San Miguel Corporations is on of our biggest donor. So for example we have food to be rescued in Cebu, so we don't have to go to Cebu, we just tell our partners in Cebu to pick that up. We have shared responsibilities for this to work. So we also manage everything.

Question: Which are your target beneficiaries? Is there like a specific age-bracket? Target population?

Mostly we give to families, unless in orphanages, these kids are homeless. There are lots of shelters, shelter for women, and shelter for children. Most of our recipients are households because for example, we give away dozens of egg, families eat that.

Question: So how do you identify which families will you be giving?

In the areas here we operate we have a list of beneficiaries, for example in Taguig, almost 500 members that are card holding members so we can monitor them. In other areas we just get the number from our partner organizations, they have their own list. Because they make the call, we give the donations, they make the call. Sometimes, when we rescue food we're not given a lot time. Sometimes we are given 3 days before expiration, better distribute immediately, and you can only do that if you have the list, you don't go look around look for poor people

For example in Taguig, we call the barangay. They make the call, the community leader "okay there's food coming in", they pass the message. Our policy we do not want to store food because food has to be eaten immediately. Like for example, vegetables have shorter life span, shelf life. Because it is only good for one day but at the end of the day there's some left. We give them to piggeries, there's someone in piggeries to pick that up. Because the next day that would not fit for human consumption. We also have compost sites for that. If we still have some leftovers, we compost that.

Question: When eventually for this network. . the collected food, where would you store it?

We have a warehouse, but like said we do not like storing food. That happens like for example, sometimes we receive at night, and they are not available at daytime. Sometimes we do it on weekends. But we enough storage naman. We have a 200-sq meter storage area in Tondo.

Question: So you think you can manage the amount of food with this storage?

Well, I think we have enough storage. The trick there is to have good logistics, so you have to deliver the food very quickly. Sometime, if we collect in southern Luzon area in Calamba, Laguna, we have a feeding site there, so they go directly to that area, it does not have to go to us.

Question: How often do you redistribute food? Do you collect, once, twice a week?

We are highly dependent on when the donation comes in. Like today we don't have any donation we have to tell our beneficiaries. It is difficult to make promises, like schedule. Because they might depend on us. So, we tell them to just wait for us on when we'll give donations.

Question: So who handles the delivery cost?

If we pick it up, it is our cost. If it's picked up by a partner, it's their cost. It is very very rare for a donor company to handle the delivery. They just tell us to pick-up, unless if they are desperate to dispose, they deliver it. Because they also have to pay for destroying that. Example, If you have 300 carton of eggs, you cannot just throw it the dumpster. They get professionals to collect and destroy it because they cannot sell that. They have to make sure they destroy it first before giving it away. And they do not want to have a secondary market, where people resell products. It takes a lot of trust for donors to donate. Or if the food is spoiled already, they blame the manufacturers. So they trust us, they talk to us, we talk to them and we would give them reports, pictures, numbers, they visit us.

Question: For this network, will you be creating a food safety protocol for donors, recipients and handlers?

Yes, we already have that. We have to have them follow that. We also double check before we accept the food, we know if it's safe already but then we still instruct them.

Question: Will there be like a supervisor for everything?

Yes, like for example, the driver who collects it. Always double check. We still double check in distributing and also the list of beneficiaries they have to check them. And basically you just your senses, see them, smell them. It's just that you have to double check everything.

Question: What would specific skill or qualifications for that supervisor, or do they have to go trainings to be qualified as a supervisor?

Yes, we are partnered with FOODSHAP. They will, help us conduct this training once we expand. And even the NGO partners recipient, they have a MOA with us, the agreement is that since we gave them the food, it is their call already. We have a contract with food donors that once accepted by us, they are freed of any liability.

Question: Do you repack when you distribute?

No. for food banks, they bring their own bag, the beneficiaries knows that. Sometimes they reuse plastic bags, sometime we use cartons from the deliveries of canned goods, so they bring their own containers. But we don't provide, we promote zero waste also.

Question: Do you have proportioning, like 1 food s to 1 beneficiary?

That is only possible only for the Soup Kitchen. For a food bank, not really. You don't take them out of the packages also to avoid contamination.

Question: So you keep the labels?

Yes. It is also good for the name of the donors especially for big companies.

Question: Since this network is bigger, how many people do you think would be involved like, you have to expand manpower. .

We are not going to pay for manpower, because this is like social franchising. Like, they can use our brand but they have to like franchise from us. We don't have to pay for the training, for some resources.

Question: For the finance for the program?

One realization is that we cannot get funding from the food manufacturers. We cannot sell they donated. Sometimes they would allow us but very rare, so we cannot bank on that for the sustainability. So we will need like institutional funding.

Question: you need to have a collaboration with LGU or national agency?

Yes we have some funding right now from DOST, who support or some food bank operations we get donation from individuals who support the food bank once it becomes bigger, we can get grants, we can look for individual donations. We can also leverage some of our projects to raise some funds for this.

Question: Any thoughts for collaborating with some organizations ding feeding programs?

Yes we're doing that. Like for example with San Miguel, we're opening a huge complex in Tondo where there will be a food bank, a soup kitchen and they are allowing us to use the facility. Although it is owned by them, they let us rent it for free, but they still operate the place.

Question: So is there LGU involved?

They are involved In a way, the barangays help us in identifying beneficiaries and the people in the community.

Question: So basically for the network, you will be involving more stakeholders. .

Yes, especially if the law is passed, they would require food manufacturers, restaurants, hotels to donate the food bank all their viable food and they would be penalized up to 5 Million pesos for destroying food. If that's the case they would be begging us to accept their donations, and that would be a lot. And consequently, that will also have an impact on malnutrition, hunger situation of the country and also the environment.

Question: Do you have scheduling for volunteers?

We schedule, we don't accept walk-in volunteers that could be difficult to manage. We have some interns, on-the-job trainees we have to train them, schedule them. So for example when we distribute in Taguig, we get a lot of volunteers in distributing, they are mobilized from the barangay's. But its very easy, you just have to organize where should this be going, etc.

Question: So what is something you can say to convince NGOs, LGUs, and national agencies for them to give you the leadership for the Food Donation Network?

We're not asking for leadership, it comes natural. I mean, we're actually taking the lead right now. But if they can find someone else, that's fine because we did a lot already. . We were also not the first to try to set up a food bank here. Like for example Second-harvest Japan, but they were not successful, because they don't have someone to accept the donations here, also food transportation, for every donation you would be taxed and that could be expensive.

10.4.2 VICKI WIENEKEExecutive Director, Kabisig ng Kalahi, Inc.

Date: September 30, 2019**Location:** Kabisig ng Kalahi, Inc. Home Office – Makati

For this interview, Ms. Wieneke, a company foundation resource person and the consultants discussed key barriers in engaging large company foundations to actively support the program by directing their subsidiary companies in food industry (e.g. food manufacturing, hotels and restaurants, grocery stores) to donate food wastes. The conversation also covers perceived business risks of donating companies, strategic communications, risk mitigation and avenues to engage a private foundation or a Metro Manila local government to adopt and finance the implementation of FDP.

Top areas that corporations support

Through the years, corporation/businesses have been providing support to help the communities they adopted as part of corporate social responsibility. But these days, the landscape of CSR has changed from CSR as a form of philanthropy to being relevant especially along sustainability efforts and achieving SDG targets. Many corporations now need to know the impact of their CSR activities.

Most corporations support climate change, disaster risk management and resiliency programs. Within climate change track, support focuses on water program, waste management and alternative or green energy.

Risks or “fear” of potential sponsor/implementer of the program

The intention of FDP is very clear and noble. The rationale of the project is convincing. However, there is a need to address the fears of potential donor or implementer of the program. These fears arise from risks they will be exposed to when donating food, especially unintended outcomes happen, whether directly connected to donated food or not (e.g. FDP beneficiaries experiencing stomach problems or diarrhea after partaking meals served in FDP). Illness reported in connection to a food product or feeding program is also vulnerable to unscrupulous individuals who extort money from well-known companies by threatening them with bad press or lawsuit. Some of these incidents are even made up or blown out of proportion, falsely accusing the manufacturer or producer of the product or service.

Mechanisms to protect the corporate donor/sponsor:

There are ways to prevent such incidents:

- a. Clarify the process of food donation, from collection to storage and to consumption. Identify steps that are risky for food donors and establish ways to mitigate the risk. For each step in the process, identify the risk and the response that will be pursued by FDP.
- b. Establish the accountability of every actor along the food donation process. It would encourage food donors to know that their accountability ends when they have endorsed the food products to implementing organization, whether for warehousing or for distribution or consumption. One (1) way is to remove the label of the product before donating food. Another is to maintain a good inventory mechanism of food donation.
- c. Understand the food safety policy, especially in manufactured/ processed food to guide the FDP food donation guidelines. Example is Best Before date and what it means in terms of food safety.
- d. Develop strategic communication materials and procedures. This includes laymanizing the food donation process and engaging media outfits at the start of the program. If media personalities understand the mechanics of the program, they become allies and are less likely to be used by extortionists.

Messages for potential corporate to support FDP

Simple and straightforward messages on the value and impact of FDP are critical to engage corporate sponsors effectively. One selling point would be huge savings from costs of disposing food wastes since companies spend even for security personnel and transportation to do it. This, plus the social value of providing food.

The word donation may also be problematic, since it implies excess or giving “left-over food”. We can use food sharing instead of food donation as this may resonate better, both with the donor and beneficiaries. So instead of Food Donation Network, we can call this program Food Sharing Network.

Messages using infographic and layman words are also be better.

What are the next steps moving forward?

- a. Costing of FSN initial implementation in one activity center is an output of this project. This information is important in engaging a sponsor for this program
- b. Workshop with WWF (scheduled on October 22, 2019) to validate the framework for the program and to identify roles and responsibilities of key actors
- c. Reach out to potential corporate partner or city government. The City government of Manila is a good candidate since Mayor Moreno has expressed interest in a similar program. Kabisig has also been working with the city in its feeding programs.

APPENDIX 5. INTERVIEW WITH POSSIBLE DONOR

10.5.1 LEAH MAGALLANES

Vice President for Quality and Sustainability, SM Hotels Conventions Corporation

Date: November 13, 2019

Venue: 10/F One E-com Center, Sunset Ave., Mall of Asia Complex, Pasay City

For this interview, Ms. Leah Magallanes discussed the gaps and suggestions she can see in doing this program on the perspective of the possible donor's side. As the Vice President for Quality and Sustainability of SMHCC, she focused on the sustainability aspect of the program as well as the importance of having a defined plate in giving donations and implementing the program.

Gaps

1. Food Safety/Liability of Donors

Food Safety is a primary issue on food donations. It is a huge concern for the donors on what will happen to the food they donate. Time and temperature elements are key factors in food safety. Operation wise it would be hard to donate cooked food from establishments here in the Philippines due to its tropical and humid climate. The traffic situation in our country is also a big issue in transporting the donated food. Exposed food should not be served after four (4) hours.

2. Consistency in donating food

Retails, hotels, and supermarkets won't be consistent in giving donations, hence, there will be no definite amount and time for donations. There is a force issuance of dry goods, 30 days before they expire or after their best before date but this won't be consistent since it depends on the leftover goods in their stocks.

3. Consignment of products in groceries/supermarkets

All items in groceries are consigned so all products for disposal goes back to the suppliers/manufacturers, that's why minimal to zero costs are allotted by the supermarkets in disposing food wastes. Even the perishables such as fruits (ex. Dizon farmers) and vegetables go back to the suppliers. It was suggested to tap the suppliers instead.

Suggestions

1. Re-labelling of Products

Products donated should be repackaged, repurposed, relabelled to reduce liability of the donors since the donors won't handle the donated food after transferring it to the implementer. The program implementer is the one responsible to whatever happens to the food donated after it is picked up or dropped off from the donor.

2. Tie it up with sustainability

The program should not be dependent on the donors in providing food. Sustainability programs will solve the inconsistencies in this program by providing means for the beneficiaries to feed themselves.

3. Defining a plate

It would have a bigger impact if the core needs of the beneficiaries are defined than being open to any food to be donated. Having a checklist of what the beneficiaries need is important to ensure the food/things we donate will be put to use and not be wasted. Concentrating on a few things will make a bigger impact (ex. Collecting only donated rice will produce kabans of them while collecting different things at once will produce a lesser amount of different food or things).

APPENDIX 6. CONSULTATIVE WORKSHOP ATTENDANCE AND RESULTS

- I. Workshop 1: Validation of the Conceptual Model
Are there any missing aspects in this model stakeholders and process?

FSN Partners

- Involve Binding Agreement with FSN Partners & MAB and other relevant stakeholders
- Proper communication network among its members
- Corporate
 - Unilab Foundations
 - Max's Group, Inc. (MGI)
 - Johnsons and Johnsons companies
 - Manny V. Pangilinan (MVP) Group of Companies
 - Araneta Group of Companies
- Professional Organizations
 - Nutritionist-Dietitians' Association of the Philippines (NDAP)
 - Philippine Society of Endocrinology and Metabolism (PSEM)
 - Philippine Association of Nutritionists (PAN)
 - Nutrition Foundation of the Philippines
- UPD College of Home Economics
- Volunteers
 - Light of Jesus
 - Christ's Youth in Action of UP Manila and Diliman
 - SPARK or MALATE of DLSU
 - Handmaid of the Lord (QC)
- NGAs
 - DepEd
 - DSWD
 - DOST-FNRI technology should be accessed to extend shelf life of surplus food
 - DTI - to push the initiative to food manufacturers to share surplus food products
 - DA - for food security
- NGO's: run facilities for children/women
- LGU: Barangay Health Worker
- Religious Institutions: eg. Parochial Churches
- Other CSOs

Food Supply Chain

- Best to secure a memorandum of agreement between the involved parties
- Provision of well-equipped transport facilities eg. motorcycle with property insulated food storage
- Mobile app - assisted distribution
- RAMCAR Group of Companies
- MOMENTS Group of Companies
- Max's Group, Inc. (MGI)
- Caterers' Association
- Groceries Association
- Transport Network
- Small and Medium-Sized Enterprises (SMEs)
- FS Establishments serving buffets and "eat all you can" must be mandated to donate their food/share
- LGU's - for public markets
- Restaurants and hotels for food surplus
- Food Manufacturers
- Supermarkets for food surplus

- Hotels, Bakeries, Restaurants, Markets
- Farmers- Over supplies
- Households
- CSR Initiative: Mega Global Inc., Hi-Top Supermarket
- Local Community Markets
- Local Farmers

Off-Shoots

- Report of all donations received
- Conversion to microbotics or fertilizer whether vermiculture or more leveled up
- Technology should be in place. This should be an integral part of lessening carbon footprint including food waste
- Facility should be made available not on storage
- Volunteer program
- Partnerships
- Bureau of Jail Management and Penology (BJMP)
- Silong Tanglaw Foundation
- Brgy. UP Campus
- Home for the Aged
- Juvenile Detention:more food options
- Molave
- Tahanan
- Tahanan ng Pagmamahal
- Convention on the Rights of the Child (CRC)
- Payatas Orione Foundation, Inc. (PAOFI)
- Hapag-Asa

Community Activity Centers (CACs)

- There should be a consistency RE: Advocacies
- Research and Development for more effective activities, projects and programs
- Feeding Centers organized by church organizations and private charities
- Centers to accept food donation are so plentiful. What is to be studied and developed is the donated food quantity Can we gather enough?
- Food Waste Management: include the City's initiative to engage food service sector by providing technical capacity to reduce food waste
- QC jail
- Bantay Bata
- Child Minding Center
- ANAWIM
- Bureau of Corrections
- Tahanan ng Pagmamahal
- Half Way House
- Brgy. UP Campus
- Any advocacy group to conduct socially relevant activities
- Micro-enterprises
- LGU's identified CAC's
- Brgy. Multi-Purpose centers

Implementing Agent (IA)

- Creation of guidelines for clear delineation of duties for all involved agents
- Role of LGU: National, Local
- Capacity building for all relevant stakeholders
- Strengthen linkages with donors through MOU/MOA
- Nutrition Foundation of the Philippines
- Children's International

- Save the Children
- NGO

Multisectoral Advisory Board (MAB)

- League of Cities
- FNRI-DOST: Research
- Nutritional Center of the Philippines (NCP)
- DA: Food Security
- Business Group/Associations: HRAP, Retail Associations
- Established partnerships between LGU's (MOU/MOA)
- DOH –National Nutritional Council (NNC): Policy
- DILG - Facilitate/Coordinate with LGU's
- DENR
- Include QC- Social Services Development Department (SSDD) or (CSWD) in the program to aid in distribution and identification of Beneficiaries

II. Workshop 2: Roles and Responsibilities

In what aspect of the model can your organization participate in?

Food Supply Chain

WWF PH: Fosters partnerships between potential donors and the implementing agent (IA)

Off-Shoots

Khaz of QC-EPWMD: Identify the beneficiaries

CAC

Derick of QC-EPWMD: Can be tapped for the thrust of this program

Several initiatives of the QC-EPWMD such as Pollution Summit, Hazard Waste Management, and Food Waste Management

Dr. Llabres of Marikina: Community Awareness

Regulation and control of food distribution

MAB

Khaz of QC-EPWMD: Initiate partnerships with relevant stakeholders

Enforcement and monitoring

Research and development

Capacity building

Jirah of QCHD: Capacity building through technical assistance

Community mobilization

Monitoring and evaluation



CONSULTATIVE WORKSHOP ON FOOD SHARING NETWORK

ATTENDANCE

Date: October 22, 2019

Time: 9:30 am – 4:00 pm

Venue: Valencia Room, La Breza Hotel, 155 Mother Ignacia Avenue, Diliman, Quezon City, Metro Manila

NO.	NAME	GENDER		ORGANIZATION	POSITION	CONTACT NO	EMAIL ADDRESS	SIGNATURE
		M	F					
1	Marivic M. Perlada		✓	QCCHD	ND III	0922 8935819	marivicperlada@gmail.com	<i>[Signature]</i>
2	JIRAH ASA SIDERO		✓	QCCHD	ND II	09364357825	jaasidero@gmail.com	<i>[Signature]</i>
3	Lizel R. Stuart del Rosario			WWF PH	Policy Specialist	09153182577	Lstuartdelrosario@wwf.org.ph	<i>[Signature]</i>
4	Maria Hemar Leal		✓	DSUP - CO	ND III	0928 2235981	myteulm@gmail.com	<i>[Signature]</i>
5	DERICK LEYNES	✓		QC-EPWMD	Planning & Research officer	09274617024	derick10jules@gmail.com	<i>[Signature]</i>
6	THESS KHAN S. RARA		✓	QC-EPWMD	ENVIRONMENTAL MGMT SPECIALIST	09178780043	thsr.epwmd.qc@gmail.com	<i>[Signature]</i>
7	Vivie C. Valeronda		✓	GECC	Consultant	09989852903	vivie06@gmail.com	<i>[Signature]</i>
8	SHIRLEY C. STA-ANA		✓	UNILAB	COORDINATOR-ASI	09163027574	shirleystaana20@gmail.com	<i>[Signature]</i>
9	LUX TERESA BASHIAN		✓	WWE	VP for Phil Dept	9204923 ba 25	lbaslanos@wwf.org.ph	<i>[Signature]</i>
10	BIENVENIDO ALANO	✓		GECC	Consultant	09188885546	bingalano@yahoo.com	<i>[Signature]</i>
11	LORI VALDELLAN		✓	UNILAB	Manager - BDE	09175913163	lvaldellan@unilab.com.ph	<i>[Signature]</i>
12	Vicky Vinasca		✓	Kabupaten Kelah	Pres.	0817-5236125	vabini@kelahincorporated.com	<i>[Signature]</i>
13	ANGELITO LLANO		✓	MARAGUANG CITY	Administrator	0905882227	angelito11@gmail.com	<i>[Signature]</i>
14								
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APPENDIX 7. LIST OF RESPONDENTS CONTACTED AND INTERVIEWED

Table 10-1. List of Stakeholders Contacted for Interview but not interviewed

Name	Institution	Date Letter Sent & Followed-up	Remarks
National Government & National Level Organization			
Aimee S. Torrefranca – Neri	DSWD – Office of the Undersecretary for Operations	February 26, 2019 – letter sent May 23, 2019 – was asked to resend letter to receiving section of DSWD. May 28, 2019 – was given another email address from the receiving section to resend the request letter	Our request keeps getting transferred to different offices- from operations to planning.
Richard J. Gordon	Chairman Philippine National Red Cross	June 18, 2019 - letter sent June 24, 2019 – was asked to resend letter to chairman’s office.	PNRC neither declined nor confirmed an interview schedule. Said just to continue to follow up.
Elizabeth Zavalla	Assistant Secretary General for Program Development and Services (Operations) Philippine National Red Cross	February 26, 2019 – letter sent May 23, 2019 – said they have not received a letter from us so was asked to resend the letter May 27, 2019 – she’s in a meeting within the week and next so	
Pilar Marilyn P. Pagayunan	Director, Center for Food Regulation and Research, DOH – FDA	February 26, 2019 – letter sent May 23, 2019 – said they have not received a letter from us so was asked to resend the letter	
Local Government Units			
Divina Pascua	OIC of the Tourism Affairs Office – Quezon City	May 28, 2019 – letter sent May 29, 2019 – said she cannot attend the interview but will endorse it to another person.	Still no response from Ms. Pascua on who will do the interview
Herbert Bautista	City Mayor of Quezon City	June 21, 2019 – letter sent	
Frederica Rentoy	Department Head Quezon City Environmental Protection and Waste Management Department	February 26, 2019 – letter sent May 23, 2019 – was asked to resend letter May 29, 2019 – said they are still discussing if they should be the one to be interviewed, they are planning to endorse it to planning division.	Our request for interview was transferred to the Office of Tourism Office of Tourism said they did not receive our letter from EPWMD
Mariz Casabuena	City Social Services Development Department of Tagaytay City	May 28, 2019 – letter sent May 29, 2019 - said they have received our request, but she’ll call us for her availability June 21, 2019 –	She is almost always on field every follow-up with their office
Agnes D. Tolentino	City Mayor of Tagaytay City	June 18, 2019 – letter sent	

Name	Institution	Date Letter Sent & Followed-up	Remarks
		June 21, 2019 – said they have received our request, but the mayor is busy there's no feedback yet. June 24, 2019 – cannot do the interview because she's busy due to election period	
Jelanne Mendoza		May 28, 2019 – letter sent May 29, 2019 – acknowledged our letter for request but did not respond if she will do the interview. June 3, 2019 – cannot be reached	
Jovy	Administrative Staff	May 28, 2019 – letter sent May 29, 2019 – was given an email address to resend the request letter to the mayor's office May 29, 2019 – she said she will call and will see if she has the time for an interview	June 3, 2019 - Declined. Said she does not have background or experience to any programs of their city related to the study.
Elma Patawe	City Social Welfare and Development Officer	May 28, 2019 – letter sent May 29, 2019 – was given an email to resend the letter request June 3, 2019 - Transferred our request letter to Planning Division	
Emma Pello	City Nutritionist	May 28, 2019 – letter sent June 21, 2019 - Assigned someone else to do the interview. Mr. Jose Manalo from Planning Division and Carlos Suniga from Environmental Waste Management	June 7, 2019 - Jose Manalo declined. June 10, 2019 - Carlos Suniga declined.
NGO Program Manager of Food Donation, CSO and similar endeavor including Advocacy			
Eugene Yap	President Hotel and Restaurants Association of the Philippines	May 27, 2019 – letter sent May 28, 2019 – he's not in his office May 29, 2019 – suggested to look for another person in HRAP's website to interview because he's busy	We have been endorsed to several members of HRAP board but nobody has confirmed to date.
KC Concepcion	National Ambassador Against Hunger World Food Programme, Philippines	June 18, 2019 – letter sent	Never responded in emails, WFP would not give contact not unless permitted by Ms. Concepcion
Percival Aganinta	Food Banking Operations Manager Rise Against Hunger	February 26, 2019 – letter sent May 23, 2019 – said he's no longer working for RAHP	Suggested to contact the office and look for someone to interview there.

Name	Institution	Date Letter Sent & Followed-up	Remarks
Jose Luis Oquiñena	Kusina ng Kalinga, Gawad Kalinga	February 26, 2019 – letter sent July 9 – no response	Initially agreed after trip abroad but no response afterwards
Kamille Theresa Corpuz	Program Manager, Century Pacific Food Incorporated	July 23, 2019 – letter sent July 24, 2019 – said she received our letter, will get back to us to schedule the interview July 26, 2019 - not available for interview within the week and next	August 22, 2019 – no response, phone is always busy
Denise Barrameda	Media & Corporate Affairs Manager, Starbucks	August 5, 2019 – letter sent August 6, 2019 – said she will call again to schedule interview August 7 – not available for interview within the week and next.	August 22, 2019 – said she is not available for an interview next week
Anthony Lim	World Food Programme	July 15, 2019 – letter sent July 16, 2019 – said he received the letter and will get back to us for scheduling the interview. August 9, 2019 – said he will ask someone to do the interview for him	August 16, 2019 – said none of their program heads feel comfortable taking the interview because it does seem in line with WFP's work in the country.
Lavin Gonzaga	Community Relations & Sustainability Manager, Unilever	June 21, 2019 – letter sent June 22, 2019 – cannot reach their office July 1 – said that her office location does not have a landline number so was asked to go meet her personally at BGC, Taguig Unilever's Office. August 9, 2019 – in a meeting. August 12, 2019 – was in a meeting	
Alfredo Valentin R. Lim	Board of Public Relations Officer, Hotel and Restaurant Association of the Philippines (HRAP)	June 18, 2019 – letter sent July 1, 2019 - Cannot do the interview as he will be attending meetings out of the country. Suggested to interview Chef Robby Goco.	
Robby Goco	Owner – Executive Chef, Cyma Restaurants	July 1, 2019 – letter sent July 12, 2019 – is in a meeting July 16, 2019 – not available for interview July 23, 2019 - not available for interview August 7, 2019 – not available for interview	
Bernardino E. Sayo	Executive Director, Union of Local Authorities of the Philippines (ULAP)	June 21, 2019 – letter sent July 2, 2019 - July 5, 2019 – Ms. Miriam Padua said Director Sayo cannot do an interview	

Name	Institution	Date Letter Sent & Followed-up	Remarks
		<p>but is willing to answer our questions through email.</p> <p>July 10 – if we would like to have a phone interview with them, they are only available within next week, so continue to follow-up</p> <p>July 12, 2019 – said they are not available for interview</p> <p>July 19, 2019 – is on leave for a week</p> <p>August 5, 2019 – still not back to the office from leave</p>	

APPENDIX 8. PHOTO DOCUMENTATION

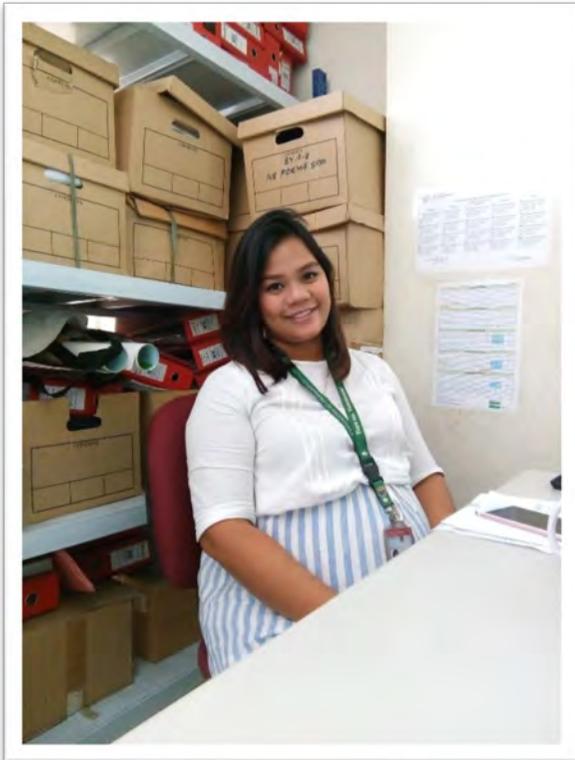


Figure 10-4. Carolene Peñaredondo, City Nutritionist of Valenzuela City



Figure 10-2. Mylene Lilay, Nutritionist Dietician III, DSWD- Program Management Bureau

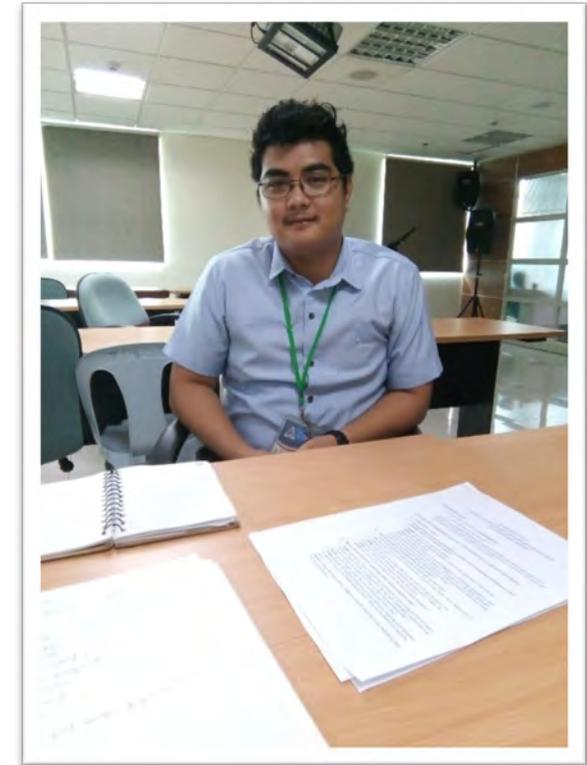


Figure 10-3. Derick Leynes, Planning & Research Officer of Quezon City Government EPWMD



Figure 10-5. Interview with Pasig City Nutritionist Dietitian III, Ms. Marissa Almario



Figure 10-6. Interview with Pasig City Social Worker, Ms. Mylene Garcia



Figure 10-7. Interview with Marikina City Assistant to the City Health Office, Dr. Honnielyn Fernando



Figure 10-8. Interview with President of Kabisig ng Kalahi, Ms. Vicki Wieneke (with Zonta Makati officers in the picture)



Figure 10-12. Consultative Workshop – Presentation of Key Findings



Figure 10-13. Consultative Workshop - Validation of the Conceptual Model

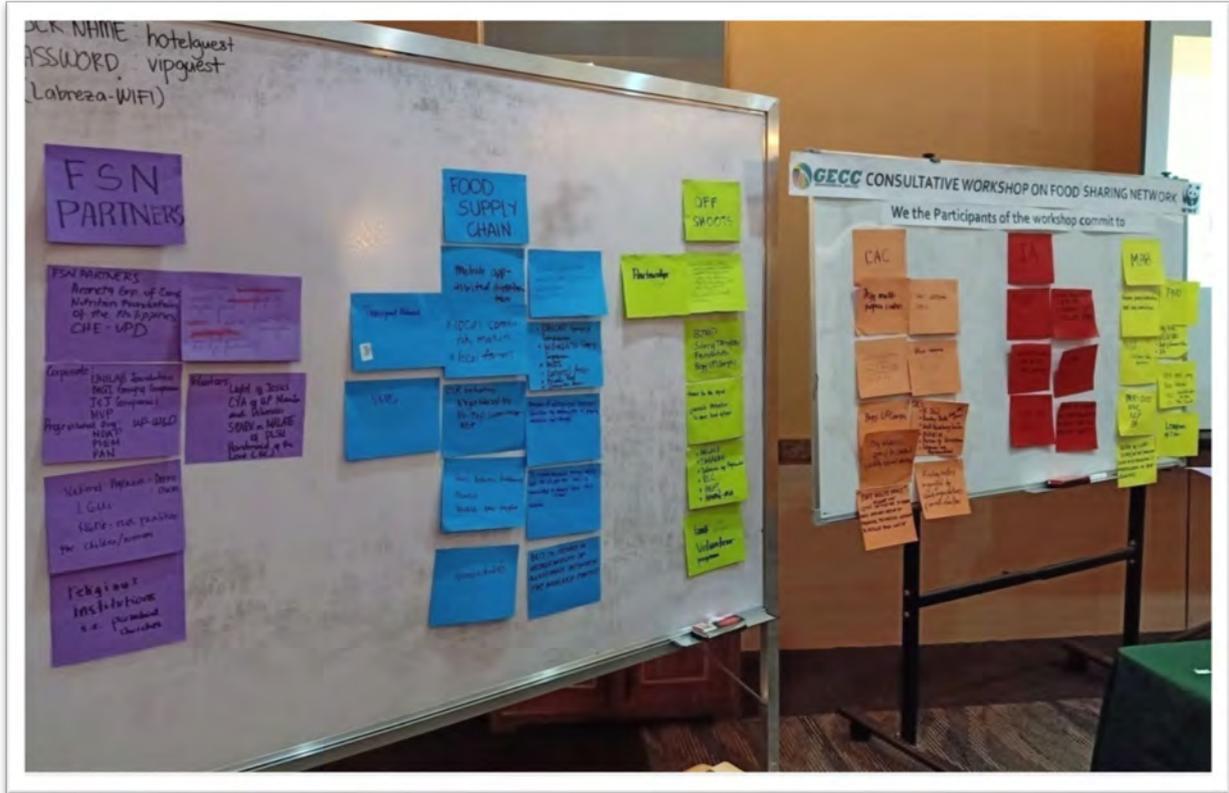


Figure 10-14. Consultative Workshop - Workshop 1 Results



Figure 10-15. Consultative Workshop - Roles and Responsibilities

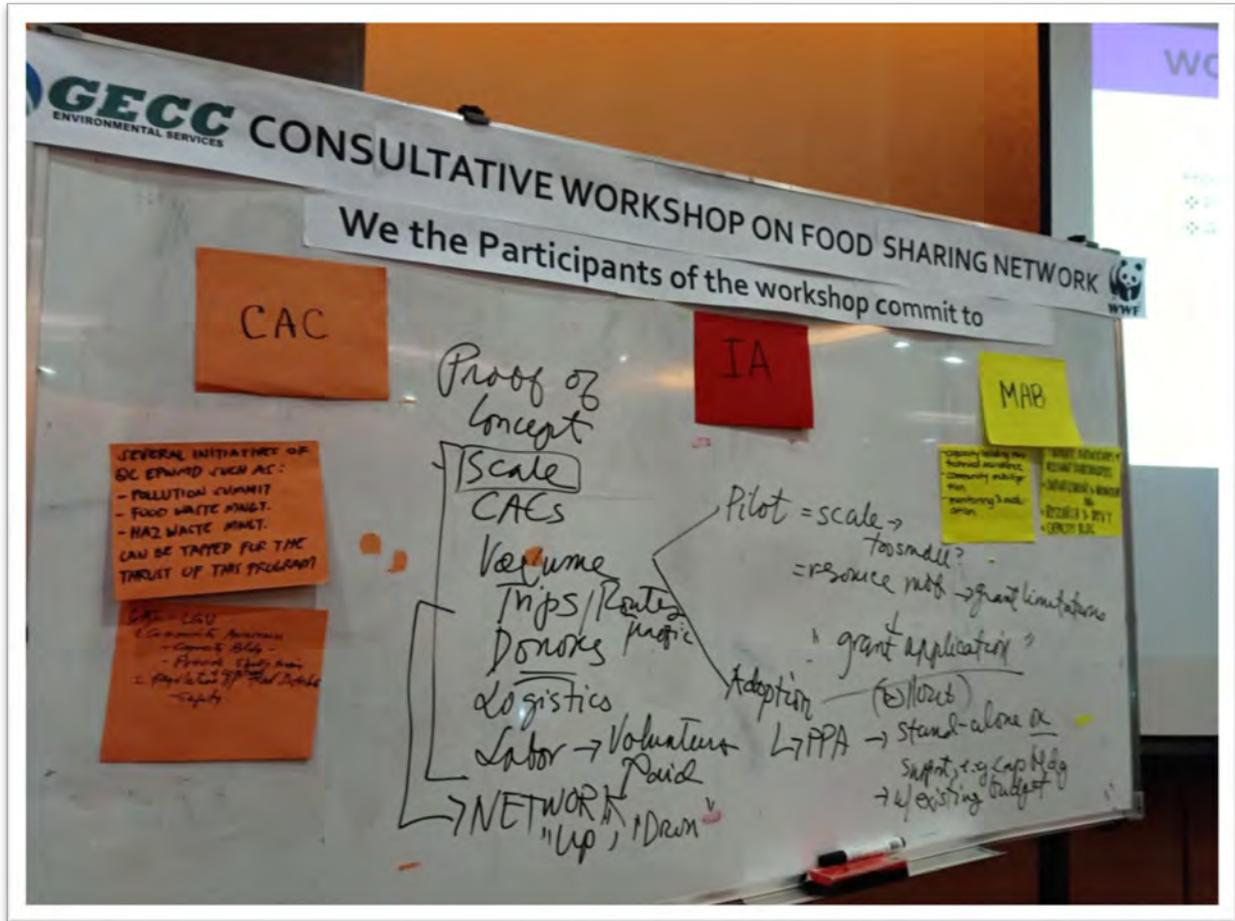


Figure 10-16. Consultative Workshop –Workshop 2 Results and Moving Forward



World Wide Fund for Nature (WWF) Philippines also known as Kabang Kalakasan ng Pilipinas Foundation, Inc.



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