

Re-food: A Portuguese case study of a community-based enterprise creating social capital through food redistribution



REFOOD

Aproveitar *para* Alimentar

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ABSTRACT

Title: Re-food: A Portuguese case study of a community-based enterprise creating social capital through food redistribution

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This dissertation considers social entrepreneurship, particularly concepts of social value and social capital creation, by providing a case study of Re-food, a Portuguese independent non-profit organisation that takes excess food from its food partners and delivers it to people that need food assistance using its volunteers. Each Re-food centre operates at the level of a Portuguese parish and adopts a micro local model to serve its community.

It analyses primary data obtained through the qualitative research method of semi-structured interviewing of Re-food's partners, beneficiaries and volunteers, and other stakeholders, to provide triangulation and secondary (including unpublished) data supplied by the organisation.

It considers three research questions: how a Re-food centre copes with variable food supply and demand; how Re-food finds people in need; and what Re-food does apart from providing food.

The main findings are that Re-food faces several logistical issues and cannot achieve 100% food waste elimination (food); it creates social value through its work with its beneficiaries, including finding individuals from the “ashamed hunger” sector, fulfilling a basic social need, and allowing individuals to give time to help others (volunteers) and providing opportunity to express their social responsibility (partners). Re-food is found to be a Portuguese case study of a community-based enterprise creating social value by linking individuals and entities towards a common goal: the micro local elimination of food waste and hunger, thus creating social capital.

RESUMO

Título: Re-food: Caso de estudo Português de uma organização orientada para a comunidade que cria capital social através da redistribuição de comida

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A presente dissertação aborda o empreendedorismo social, em particular os conceitos de criação de valor social e capital social, ao analisar o caso da Re-food, uma organização Portuguesa não lucrativa independente que recolhe excedentes alimentares de parceiros e distribui a pessoas com necessidades com o auxílio de voluntários. Cada núcleo da Re-food opera ao nível da freguesia e possui um modelo de atuação micro local.

São analisados dados primários obtidos pelo método de pesquisa qualitativa de entrevista semiestruturada aos parceiros, beneficiários e voluntários, e outros *stakeholders* da Re-food, permitindo a sua triangulação, e dados secundários (incluindo dados não publicados) fornecidos pela organização.

Esta considera três questões: de que forma a Re-food lida com a variabilidade da oferta e procura; como a Re-food encontra pessoas com necessidades; o que a Re-food oferece além de refeições.

As principais conclusões são que a Re-food enfrenta problemas logísticos e não consegue eliminar a 100% o desperdício; cria valor social através do trabalho com os beneficiários, incluindo a procura de situações de “fome envergonhada” satisfazendo uma necessidade básica, permite que outros disponibilizem tempo para ajudar (voluntários) e oferece uma oportunidade para exercer responsabilidade social (parceiros). Conclui-se que a Re-food é uma organização Portuguesa orientada para a comunidade que cria valor social ao ligar pessoas e entidades com o objetivo de eliminar o desperdício alimentar, criando capital social.

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PREFACE

My increasing interest in Social Entrepreneurship started during the course of “Corporate Sustainability and Citizenship: An International Perspective” lectured by Professor Susana Frazão Pinheiro, in 2011. Her enthusiasm, dedication and motivation were reflected throughout the course and I must admit it inspired me. This was the first time I had heard about Social Entrepreneurship.

In 2012, I had the opportunity to join PwC in the Advisory – Strategy & Operations area and I decided to suspend my Master Dissertation to concentrate on my professional development. Three and a half years later, I took the decision to return to my Master Dissertation. My deep interest in Social Entrepreneurship is still alive.

I decided to analyse Re-food, a Portuguese community-driven organisation that rescues food excess and delivers it to people that need it the most, as an example of a Social Entrepreneurship initiative in Portugal. During these three months, I have had the privilege and the opportunity to have a first-hand experience in how Re-food works, to follow the process of setting up a new Re-food centre very closely and to meet incredible people that dedicate most of their time to helping others.

This dissertation is also an opportunity to demonstrate how social entrepreneurship organisations are successful and to get future Master students to practise analysing a case study and collect primary data.

This dissertation would not have been possible without the contribution and support of some important people that I would like to mention here. First of all I would like to thank my advisor Susana Frazão Pinheiro for accepting to continue to supervise my dissertation and also for all the support, expertise and time dedicated to this dissertation.

I would also like to thank my friend and English teacher David Hardisty for his unconditional support, encouragement and patience with me even at those times when I was a bit lost.

Special thanks are due to Re-food’s founder, Hunter Halder, for being available for all the interviews, for sharing with me key information on the project and of course for his American humour. Also to all the people that collaborate with Re-food, with whom I had the chance to meet and make me feel part of such a great social organisation.

I am also sincerely grateful to Miguel Cummins, the cameraman, for helping me with the filming of the interviews with Hunter Halder and FV.

Many thanks to PwC for giving me time to develop this dissertation.

I am sincerely grateful to my family for their patience, always remembering to have faith and for believing in me and also Cláudia Nunes for her great friendship since high school.

Finally, I would like to show my gratitude to David Pereira, for his encouragement to move forward, patience and for his unconditional love.

LIST OF ACRONYMS

ASAE	Autoridade de Segurança Alimentar e Económica
CASES	Cooperativa António Sérgio para a Economia Social
CBE	Community-based enterprise
EU	European Union
F	Forecast
H	Historical
IAPMEI	Instituto de Apoio às Pequenas e Médias Empresas e à Inovação
INSCOOP	Instituto António Sérgio do Setor Cooperativo
IPSS	Instituições Particulares de Solidariedade Social
NEF	New Economics Foundation
NGO	Non-governmental organisation
NSF	Nossa Senhora de Fátima
SE	Social Entrepreneurship
SEA	Social Entrepreneurs Agency
WISE	Work Integration Social Enterprise

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1 INTRODUCTION

1.1 Managerial and Academic Relevance

This dissertation provides a case study of Re-food, a Portuguese independent non-profit organisation that rescues excess food and delivers it to people that need food assistance in urban areas, contributing to the elimination of food waste, hunger and ultimately to involving the whole community. It looks at how Re-food creates social capital. As such, it is a study of an organisation operating within the area of Social Entrepreneurship (SE), which is a community-based enterprise responsible for leveraging social capital (trust, reciprocity, norms, networks and connections).

1.2 Problem Statement and Research Questions

The aim is to analyse specific aspects of this organisation. Given its claim of (i) food distribution – (ii) to those in need as a (iii) community-based enterprise, it was decided to analyse the following three Research Questions (RQs):

RQ1: Food: How does a Re-food centre cope with variable supply and demand of food?

RQ2: Beneficiaries: How does Re-food find people in need?

RQ3: Community: What does Re-food do apart from giving food?

1.3 Dissertation Structure

After this introduction, the dissertation continues with a literature review of SE (Chapter 2), considering what SE is, when it started, the academic research into SE, SE values regarding economic, socio-economic and social value and the concept of social capital. It also considers what social actually means in this context. Furthermore, I also provide a chronological analysis of Portuguese social enterprises and how this fits with the concept of social enterprise within relevant EU work.

The following chapter (Chapter 3) explains the research methods used to analyse the case study. The original primary data was collected by myself and involved the setting up of semi-structured face-to-face interviews with the Re-food founder, the restaurants (food partners), the corporate partners, the volunteers from different Re-food centres, the beneficiaries, and the local church. I also indicate the reasons for choosing semi-structured interviews. The interviews with the founder and one Re-food senior manager were video-recorded and transcribed through voice-recognition software, Dragon Professional Individual (Nuance

2015). My data collection period coincided with the starting up of new Re-food centre in ‘Santa Maria Maior’ and I was able to attend most of the meetings to carry out the start-up phase. Secondary data includes statistics related to Re-food operational performance, internal directives and procedures (not publicly available and kindly supplied by senior Re-food volunteers) and also external information from other sources.

I then provide a case study of Re-food (Chapter 4) by analysing this data regarding what Re-food is, how it started and its growth and national expansion. Re-food’s mission and vision are described emphasising Re-food’s micro local community model. Re-food’s non-monetary model is also highlighted. This is followed by describing Re-food’s operating model and considering aspects dealing with the Research Questions concerning food, its beneficiaries and the established community.

I then present the teaching notes for the case study discussion in class (Chapter 5). This provides information on research method concepts and includes examples of data collected to enable students to grasp the concepts of semi-structured interviewing and triangulation. I start by summarising the case study, then I design the learning objectives and present the research questions and their findings. Teaching methods and proposals for the lesson accompany each part of this.

The final part of the dissertation (Chapter 6) consists of the conclusions, consideration of its limitations and future research guidelines, focusing on the findings of the three research questions and a conclusion regarding the use of Re-food as a case study.

2 LITERATURE REVIEW

2.1 Introduction

This chapter provides a literature review of Social Entrepreneurship (SE), by considering what SE is, when it started, the academic research into SE, SE values concerning economic, socio-economic and social value and the concept of social capital. It also provides an overview of Portuguese past and present social enterprise experience and finishes with indicating how this fits with the concept of social enterprise in the EU. This provides the theoretical background in which to contextualise the Re-food case study.

2.2 What is Social Entrepreneurship?

SE has in many ways become a global phenomenon but the term means “different things to different people” and it is important to understand these differences (Dees, 2001).

One definition of SE is given by Bornstein and Davis (2010):

“Social entrepreneurship is a process by which citizens build or transform institutions to advance solutions to social problems, such as poverty, illness, illiteracy, environmental destruction, human rights abuses and corruption, in order to make life better for many. Academics, practitioners, and philanthropists characterize it variously as a profession, field, and movement” (Bornstein & Davis, 2010).

Several organisations, including the Ashoka and Schwab Foundations and the Skoll Centre for Social Entrepreneurship have been supporting social entrepreneurs and their work with society’s major needs. According to the Schwab Foundation, SE is:

- “About applying practical, innovative and sustainable approaches to benefit society in general, with an emphasis on those who are marginalized and poor.
- A term that captures a unique approach to economic and social problems, an approach that cuts across sectors and disciplines grounded in certain values and processes that are common to each social entrepreneur, independent of whether his/her area of focus has been education, health, welfare reform, human rights, workers’ rights, environment, economic development, agriculture, etc., or whether the organizations they set up are non-profit or for-profit entities.”¹

The Skoll Centre for Social Entrepreneurship relies on a very synthetic definition of SE that is at the core of their research inquiry:

“Social entrepreneurship refers to the practice of combining innovation, resourcefulness and opportunity to address critical social and environmental challenges.”²

¹ Available at: (<http://www.schwabfound.org/content/what-social-entrepreneur>), last accessed on 22 November 2015

² Available at: (<http://www.sbs.ox.ac.uk/faculty-research/skoll/about-skoll-centre-social-entrepreneurship/what-social-entrepreneurship>), last accessed on 22 November 2015

In the case of Ashoka, greater emphasis is placed on individual social entrepreneur rather than the overall concept of SE.³

For many decades, SE was conceptualised as an “(...) entrepreneurial activity with an embedded social purpose” (Austin, Stevenson, & Wei-Skillern, 2006). Boschee and McClurg (2003) proposed a different definition of SE, claiming that “innovation” and “earned income strategy” are key characteristics of non-profit organisations. These statements highlight the growing concern around these non-profit organisations’ “dependency model” on external funding (Boschee & McClurg, 2003).

One of the most popular definitions of SE was developed by Dees (2001):

“It combines the passion of a social mission with an image of business-like discipline, innovation, and determination commonly associated with, for instance, the high-tech pioneers of Silicon Valley” (Dees, 2001).

2.3 When did Social Entrepreneurship start?

According to Dees (2001), although the language of SE is new, the concept already existed in the past and also social entrepreneurs who created various institutions (Dees, 2001).

Dees (2006) also argued that “the field of social entrepreneurship really started to take its contemporary form in the early 1980s”, at the time when two schools of practice developed – the “Social Innovation School” and the “Social Enterprise School” (Dees, 2006).

The first school supported “innovators for the public” or “public entrepreneurs” (Dees, 2006). The Social Innovation School, in the 1990s, started to use the expression “social entrepreneur”:

“to describe the innovators who behave in a social-sector setting the same way business entrepreneurs behave in a business or economic setting, changing the patterns of production” (Dees, 2006).

Moreover, proponents of this school argued for the need to find “new and better ways” to solve social needs, independently of the organisational structure adopted (e.g. not-for-profit or for-profit) (Dees & Anderson, 2006).

The Social Enterprise School was concerned with the funding of social enterprises, and how they can be sustainable to achieve their social mission (Dees, 2006). This school’s focus is on the generation of an “earned income strategy” to pursue a social mission (Boschee & McClurg, 2003). Furthermore, it highlights the need to use business tools to be successful and that “social needs were business opportunities” (Dees, 2006).

³ Available at: (https://www.ashoka.org/social_entrepreneur), last accessed on 22 November 2015

Both schools of practice have different ideas, but both have been crucial for the development of SE (Dees, 2006).

2.4 Academic Research into Social Entrepreneurship

This section provides the theoretical bases of SE research (Annex 1) based on Short, Moss and Lumpkin (2009): “Communitarian Perspective”, “Institutional Theory”, “Structuration Theory”, “Social Capital Theory” and “Social Network Theory” (Short, Moss, & Lumpkin, 2009).

Cornwall (1998) reminds us the premise of the Communitarian perspective: “a balance of individual responsibility with the need for active maintenance of the community and society” (Cornwall, 1998). As part of the community:

“individual rights, such as making a profit from running a business, are only possible with a corresponding set of responsibilities for the individual on the part of society” (Cornwall, 1998).

Mair and Martí (2006) highlight the importance of Social Capital Theory to understanding the concept of SE. Social capital is defined as “actual and potential assets embedded in relationships among individuals, communities, networks and societies” (Burt, 1997) and (Nahapiet & Ghoshal, 1998). The lack of access to information and resources (structural capital), and trust and cooperation between the individuals within a community (relational capital) can have an impact on the success of SE initiatives (Mair & Martí, 2006).

Mair and Martí (2006) have stressed the importance of social capital (Mair & Martí, 2006), and Nahapiet & Ghoshal (1998) reinforce the idea that:

“In myriad subtle ways social capital acts as a force that generates action in the social network, and from that perspective it can be acknowledged as a valuable resource” (Nahapiet & Ghoshal, 1998).

Indeed, as regards Annex 2, Short, Moss and Lumpkin (2009) emphasise that the “definitions contained in Sections 1, 2, 3 and 6 would not be considered within the domain of social entrepreneurship” (1= Entrepreneurship, 2= Public/Non-profit management, 3= Social Issues in Management, 6= 2&3). The main reason is that “these areas of conceptual space focus more on the *maintenance* of social value (rather than its creation) or on the creation of strictly *economic* value” (Short, Moss, & Lumpkin, 2009). In contrast, the remaining Sections, 4, 5 and 7 inform SE “(...) because they all addressed the *creation* of social value” (Short, Moss, & Lumpkin, 2009) (Annex 2). In other words, SE includes entrepreneurship plus public/non-profit management and/or social issues in management (Annex 3).

2.5 What is “Social” and “Economic” Value in Social Entrepreneurship?

2.5.1 “Social” versus “Economic”

Mair and Martí (2006) state that “possibly, the greatest challenge in understanding social entrepreneurship lies in defining the boundaries of what we mean by *social*” (Mair & Martí, 2006). Granovetter (1985) adds that “(...) all actions are ultimately ‘social’ given that they are inevitably constrained by, and embedded in, social relations” (Granovetter, 1985).

In addition to the ‘social’ term, Social Entrepreneurial initiatives encompass the ‘economic’ aspect, commonly associated with “profitability”.⁴ Whether or not SE organisations take the form of not-for-profit or for-profit, the creation of economic value ensures financial viability and meeting the social mission (Mair & Martí, 2006).

The New Economics Foundation (NEF) in the United Kingdom has reconsidered the link between “social” and what is “economic” in a way which perhaps helps to understand the notion of “social value” considered below. It talks of building a “well-being” system rather than a welfare system and the idea of the ‘Core’ Economy, which is (Coote & Goodwin, 2010):

“(...) the human resources that comprise and sustain social life. These resources are embedded in the everyday lives of every individual (time, wisdom, experience, energy, knowledge, skills) and in the relationships among them (love, empathy, responsibility, care, reciprocity, teaching and learning). They are ‘core’ because they are central and essential to society. They underpin the market economy by raising children, caring for people who are ill, frail, and disabled, feeding families, maintaining households, and building and sustaining intimacies, friendships, social networks, and civil society.”

These human resources are considered as “uncommodified, unpriced, and unpaid, routinely ignored and often exploited”. However, they “have value and are exchanged” (Coote & Goodwin, 2010). In this way, the NEF argument suggests that **most, if not all, social actions are economic and should be included in the ‘Core Economy’** (my emphasis).

To sum up, the social includes parents, families, extended families, neighbourhoods, and communities who are involved in core economic activities exchanging time. By doing this they create social value. Annex 4 summarises the differing aspects of an economic exchange and a social exchange.

The NEF have also used the word “social” to highlight that economic activity, the “core economy”, has its roots in the social management of the family with activities such as child

⁴ Available at: (<http://www.oxforddictionaries.com/definition/english/economic>), last accessed on 13 November 2015

care and looking after the elderly. Additionally, NEF refers to the “core economy” as the management of human resources sustaining social life from a community-based perspective (Coote & Goodwin, 2010). And finally, at the state level, the political economy consists of managing the wealth and resources of a country (Annex 5).

It is locating the definition of ‘core economy’ in the community that provides an important model for community-based SE, and the development in the United Kingdom of the idea of a **community-based enterprise (CBE)** “putting in place appropriate, community-based enterprise support is key to helping a thriving local economy to emerge” (NEF, 2010) (my emphasis).

In fact, researchers have looked more closely at social exchange in communities and created the concept of “social capital”. The relationship between social capital and economic, social, and social and economic value will now be considered.

2.5.2 Social Capital

There are various definitions of social capital. Brehm and Rahn (1997) mention that “social capital is an aggregate concept that has its basis in individual behavior, attitudes, and predispositions” (Brehm & Rahn, 1997). According to the World Bank, social capital is defined as:

“Social capital refers to the institutions, relationships, and norms that shape the quality and quantity of a society’s social interactions. Increasing evidence shows that social cohesion is critical for societies to prosper economically and for development to be sustainable. **Social capital** is not just the sum of the institutions which underpin a society – it is **the glue** that holds them together” (World Bank, 2015) (my emphasis).

Putnam (1996) also reinforces the concept:

“By ‘social capital’ I mean features of social life – networks, norms and trust – that enable participants to act together more effectively to pursue shared objectives” (Putnam, 1996).

His four components of social capital are described in Annex 6. These components reinforce each other and:

“together they generate a sense of community, as shown by this definition: ‘A community is a web of relationships defined by a significant level of mutual care and commitment’” (Walker, Lewis, Lingayah, & Sommer, 2000).

Hjøllund and Svendsen (2000) highlight the importance of understanding social capital at three different levels in society: “the micro level (individual/household/neighborhood level)”, “the meso level (institutions)” and “the macro level (national level)” (Hjøllund & Svendsen ,

2000). When compared with the three economic levels given in Annex 5, they join together the family and community level, and add an institutional level. Furthermore, at the micro level, Putnam's distinguishes between two types of social capital: “‘bonding’, within a like-minded community”, and “‘bridging’, that occurs between such communities” (Walker, Lewis, Lingayah, & Sommer, 2000).

2.5.3 Economic Value, Social Value and Socio – Economic Value

Santos (2009) states that:

“social entrepreneurship, in its essence, is not about upholding particular ‘values’ but about the creation of value. It thus plays an economic and societal role that is distinct from other types of social sector organisations” (Santos, 2009).

Dees states that:

“Social Value is ‘about inclusion and access. It is about respect and the openness of institutions. It is about history, knowledge, a sense of heritage and cultural identity. Its value is not reducible to economic or socio-economic terms’”⁵ (REDF , 2000).

Social value creation can also be interpreted as the outcome of pursuing a social mission. As Certo and Miller (2008) have stated that:

“Social value has little to do with profits but instead involves the fulfilment of basic and long-standing needs such as **providing food**, water, shelter, education, and medical services to those members of society who are in need” (Certo & Miller, 2008) (my emphasis).

Dees (2001) recalls that “it is inherently difficult to measure social value creation” (Dees, 2001).

When talking about “social purpose enterprises”, the “value creation process simultaneously occurs in three ways along a continuum, ranging from purely Economic, to Socio-Economic, to Social” (REDF , 2000). The illustrative range of value creation is further explained in Annex 7.

The authors further highlight this definition of social value:

“Social Value is created when resources, inputs, processes or policies are combined to generate improvements in the lives of individuals or society as a whole. It is in this arena that most nonprofits justify their existence, and unfortunately it is at this level that one has the most difficulty measuring the true value created” (REDF , 2000).

⁵ Quotes taken from a personal email between Greg Dees and Jed Emerson on the topic of “social value and efforts to describe its essence” (REDF , 2000)

Examples of activities that create social value are “‘products’ as cultural arts performances, the pleasure of enjoying a hike in the woods or the benefit of living in a more just society” (REDF , 2000).

Socio – Economic value is defined as:

“Socio – Economic Value builds on the foundation of Economic Value creation by attempting to quantify and incorporate certain elements of social value. An entity creates Socio – Economic Value by making use of resources, inputs, or processes; increasing the value of these inputs, and by then generating cost savings for the public system or environment of which the entity is a part” (REDF , 2000).

Examples of activities that create Socio – Economic value are:

“supported employment programs for the disabled or homeless, job training programs or other initiatives that provide employment for those presently receiving public support and divert individuals away from public systems and toward private markets” (REDF , 2000).

2.6 Social enterprise landscape in Portugal

Having looked at SE theory in general, this section considers the social enterprise landscape in Portugal. It is mainly based on the European Commission Report on Social Enterprises in Portugal (European Commission, 2014).

2.6.1 History of ‘social enterprise’ in Portugal

Portugal has always had a tradition of “solidarity economy practices” following the development of the “Treaty on the mutualism” by Pedro Espano and the settlement of the first ‘*Misericórdia*’ in Lisbon, in 1498 (European Commission, 2014).

In the 16th century, the “brotherhoods for help” were created, containing some similarities to “modern mutual societies” (European Commission, 2014). Mutual organisations brought “new ‘ideas of utopian socialism and the institutionalisation of this form of welfare’” performed by the “‘first workers mutualistic association’”, resulting in the improvement of the poor living conditions of the industry working class and their families (Pereira, 1981)⁶ and (Rosendo, 1996).

In 1858, the “first Portuguese cooperative”, “Fraternal of the Fabrics Manufacturers” was created and later on the significant “‘Oporto Cooperative Society and Savings Institution’” (1871) (European Commission, 2014).

⁶ Wrongly attributed as Pereira, 1986 in (European Commission, 2014)

According to Leite (1993), the “Portuguese cooperative movement” underwent three main stages: “paternalistic” (1850-1910), “interventionist” (1926-1974) and “democratic” (post 1974). Paternalistic considers the State an important partner in the promotion of cooperatives and the second stage can be characterised as the Salazar dictatorship that blocked the “cooperative movement”. The third stage refers to a period of freedom to manage and create associations (Leite, 1993).

The democratic stage included three important milestones. Initially there was an increasing number and diversification of cooperative organisations; the following period was important for framing and enlarging public powers leading to the “creation of a regulatory institution (INSCOOP)” and essential legislation (“Cooperative Code’ of 1981”); lastly, in “the past twenty-five years” the sector experienced a consolidation period with increasing State responsibility and “cooperative confederations” leading to the establishment of the “António Sérgio Cooperative for the Social Economy’ (CASES)” in 2011 (European Commission, 2014). CASES aim is to link the State and the member organisations, reinforcing the social economy sector (European Commission, 2014).

Since the early 21st century, Portuguese companies have started to look at Corporate Social Responsibility as an important policy (CECOA, 2004). Finally, some authors state that:

“The concept of social entrepreneurship can be said to have its roots in the second half of the 20th century with the emergence of the cooperative movement promoted by figures such as António Sérgio” (Parente, Santos, Marcos, Costa, & Veloso, 2012).

2.6.2 Social enterprise: recent past

In the 1980s, there were substantial changes in the sector with “an increasing number of organisations, a diversity of legal forms and operating areas” (Parente, Santos, Marcos, Costa, & Veloso, 2012). During this period, several entities emerged: the “Portuguese Union of Charities” (1976), the “Portuguese Union of Mutual Societies”, the “IPSS”, the “Portuguese Platform of Non-Governmental Development Organisations”, the “National Federation of Social Solidarity Cooperatives” and the “Portuguese Cooperative Confederation”. Furthermore, the “Portuguese Foundations Center” and the “Portuguese Association for Local Development” were created in the 1990s (European Commission, 2014).

In the 1990s the Portuguese economy had a stable growth (2.5%/year) and worrying economic issues emerged in 2000s, as the country faced a “lost decade” from 2000 to 2012 (Reis, 2013).

The European Commission indicates that:

“Given the increase in poverty and unemployment as a result of the global economic crisis in 2008, the government launched national reform programmes that also indicate the role of the social economy in fighting social exclusion and inequality, improving the effectiveness and efficiency of social protection, and promoting the third sector by focusing on social entrepreneurship” (Portugal 2020, 2011).

2.6.3 Social enterprise: present

In Portugal, “there is no official delimitation of the notion of social enterprise” (European Commission, 2014) and recent discussion has been:

“around the concept of ‘social economy’ and, more specifically, around the ‘Social Employment Market’ (*‘Mercado Social de Emprego’*) and Work Integration Social Enterprises – WISE (*‘Empresas de Inserção’*)” (Annex 8) (Perista & Nogueira).

Traditional terms in the area include “social economy (*‘economia social’*)”, “social solidarity (*‘solidariedade social’*)” and “social enterprises (*‘empresas sociais’*)”. There are some bibliographical references that classify the “social economy as the ‘other economy’ and place social enterprise in this realm”. “Solidarity economy” and “third sector” concepts are also common in the area (European Commission, 2014).

Article 2 of the Portuguese Law on Social Economy (Law 30/2013, *‘Lei de Bases da Economia Social’*) defines social economy as “all social and economic activities, freely carried out by the entities referred in article 4” and states these entities “have the purpose of pursuing general society interest either directly or through the pursuit of the interest of its members, users and beneficiaries, when socially relevant.”⁷

The social economy encompasses various entities as stated in Law 30/2013 (European Commission, 2014):

- Cooperatives
- Mutuels
- *‘Misericórdias’*
- Foundations
- Other private institutions of social solidarity not mentioned before
- Associations with altruistic aims that act in the cultural, recreational or sports sphere or in local development

⁷ Available at: (Lei n.º 30/2013 Lei de Bases da Economia Social), last accessed on 22 November 2015 (my translation)

- Entities in the communitarian and self-managing subsectors, integrated in the terms of the Constitution and active in the social and cooperative sector
- Other entities with a legal personality and that respect the principles of the social economy

Despite the social mission and the limited distribution of profits, “more market-oriented organisations” are not recognised by Law 30/2013 (European Commission, 2014).

Most social economy organisations do not fall under the umbrella of social enterprise due to several dissimilarities among them regarding legal forms, market orientation and financial viability and also social purposes (European Commission, 2014).

In Portugal, social economy organisations can apply for an IPSS legal status to benefit from fiscal benefits and access to public funds (European Commission, 2014). IPSS are defined as:

“non-profit institutions, created by private initiative, with the purpose of giving organized expression to the moral duty of solidarity and justice between individuals and they are not administered by the State or a local government body to proceed among others, their goals, through the provision of goods and services” (Marques & Maciel, 2012).

As of 2 November 2015, there were 5081 IPSS⁸ in Portugal, of an associative or foundational nature (Annex 9) (Social Security Institute, 2014).

The social enterprise ecosystem encompasses several stakeholders as depicted in Annex 10.

2.6.4 Social enterprise in Portugal vs. EU

Despite belonging to the social economy sector, IPSS are similar to the concept of social enterprise defined by the EU (European Commission, 2014).

Annex 11 shows that social economy organisations meet most EU operational criteria for social enterprises, with social solidarity cooperatives, ‘*misericórdias*’ and mutuals demonstrating a higher probability of meeting these criteria (European Commission, 2014).

⁸Available at: (Lista de IPSS registadas), last accessed on 22 November 2015

3 METHODOLOGY

The case study of Re-food has involved the collection of primary and secondary data. The original primary data collected by myself was obtained through qualitative research and included thirteen semi-structured face-to-face interviews with the founder, Hunter Spears Halder, the restaurants (food partners), corporate partners, the volunteers from different Re-food centres, the beneficiaries, and the local church. My data collection period coincided with the starting up of a new Re-food centre in ‘Santa Maria Maior’ and I was able to attend most of the meetings to carry out the start-up phase, which occurred before completing the thesis. During the time of this thesis, I was able to attend five volunteer managers’ meetings at Re-food ‘Santa Maria Maior’ (Annex 12).

Bryman (2008) provides the following definition of the concept of semi-structured interview (Bryman, 2008):

“It typically refers to a context in which the interviewer has a series of questions that are in the general form of an interview schedule but is able to vary the sequence of questions. The questions are frequently somewhat more general in their frame of reference from that typically found in a structured interview schedule.”

The semi-structured interview offers distinct advantages to the interviewer regarding flexibility, access to detailed and valuable answers, ability to focus on the respondent’s point of view and facilitates the set-up of several interviews (Bryman, 2008). In this type of interview, the interviewer follows the interview guide, however questions not covered in the guide can also be asked based on the respondents’ answers. More general questions can be asked and the order of the questions can be changed since respondents tend to digress and wander (Bryman, 2008).

For breadth, this requires triangulation which “entails using more than one method or source of data in the study of social phenomena”. This technique is considered “a process of cross-checking findings” (Bryman, 2008). In this case, triangulation was achieved through interviewing partners, beneficiaries, volunteers and different Re-food stakeholders.

Of the thirteen semi-structured face-to-face interviews two have been video-recorded, because I am particularly interested in capturing not only “what” the interviewee says but also “the way” he answers to the questions (Bryman, 2008). At a later stage, these interviews were transcribed through voice-recognition software, Dragon Professional Individual (Nuance 2015).

Secondary data was provided by Re-food including not only published information but also unpublished management information (Annexes 13 and 14).

4 CASE STUDY

4.1 Re-food background

4.1.1 What is Re-food?

Re-food is a Portuguese independent non-profit organisation, 100% based on volunteers, that rescues excess food/meals and delivers it to people that need this most in urban areas. According to the founder, Hunter Halder, it has three main objectives: “eliminate food waste, eliminate hunger and involve the whole community, building community ties.”⁹

This community-driven organisation has unpaid employees and attempts to run on a low cost and efficient model, reducing costs to the minimum.

Re-food helps people struggling with food insecurity in local communities and these people are also referred by the church/social agents. Priority is given to the most vulnerable members of the community: children, elderly, disabled.¹⁰

4.1.2 How did Re-food start?

The idea of developing Re-food came in autumn 2010 through Hunter Halder, an American consultant who saw the need to implement the project immediately (Exhibit 1).

“Well, let’s see when I received the idea it was in autumn of 2010 and (...) early January I opened the first Facebook page and I began doing an investigation of the territory which at the time was the ‘Freguesia Nossa Senhora de Fátima’, which is a political division of the city, a little less than 2 square kilometres in size.”¹¹

He created a “database of 285 restaurants, pastry shops, coffee shops, cafeterias and supermarkets – everything that might have excess food in that geographical area”, including information for when they closed and studied how he could go through those 285 places every day on his bicycle. He concluded that was not possible.¹²

“And what I ended up with was 45 potential partners in a seven block area between my house and the church. So it was just seven blocks but in those seven blocks there were 45 potential partners. And so I identified them, then I studied their closing times, dividing them basically into two groups: the ones that closed at the end of the day between 6:30 and 8:30 and the ones that are closed at the end of the night between 9:30 and 11:30.”¹³

⁹ Personal notes HH 07/09/15

¹⁰ Re-food in English.pdf

¹¹ Recorded interview HH 1.1/15/10/15/00:00 – 00:54

¹² Ibid. 1.1/15/10/15/01:06 – 01:45

¹³ Ibid. 1.1/15/10/15/01:57 – 02:34

The food was collected and then stored in his refrigerator and the next day he had to take out the food and distribute it at the ‘Nossa Senhora de Fátima’ parish church. This situation only lasted 4 months as the church let him use their kitchen.¹⁴

The priest also explained that the church had previously had a food distribution model. He added that “there was a natural merger to redirect the food products distribution to Re-food.”¹⁵

The project did not originate from the church and the church is no longer the main support for its day-to-day running. The relationship between Re-food and the church remains and the church is no longer requested to help with day-to-day issues.

Hunter also got in touch with the ‘Junta de Freguesia Avenidas Novas’ to move the project forward.¹⁶

Hunter continues that this preparatory work lasted in January and February and on 9 March 2011 he began with the first collections and distributions of food and that work has continued every day since that time. A month later, he had 30 volunteers and 30 restaurants joining him to fulfil his mission at ‘Nossa Senhora de Fátima’ parish.¹⁷

Hunter mentioned that “the project was planned from the beginning to be global but was born locally.”

“The target was the full political unit ‘freguesia’ so that’s why the research was done based on the entire ‘freguesia’ and then the idea was to replicate in the other 23 ‘freguesias’ in Lisbon and to make Lisbon the first city in the world to be without food waste.”¹⁸

Thereafter the project gained visibility in the national media press and Exhibit 2 provides an historical overview of Re-food.

4.1.3 Growth and expansion

Over the last 4 years, the number of Re-food centres has grown exponentially at an average annual growth rate of 137.8%. In 2011, the project started with 1 centre, then increased to 2 in 2012, doubled to 4 in 2013, doubled again to 8 in 2014 and by the end of 2015 it will have reached 32 centres, 22 in full operation.

¹⁴ Recorded interview HH 1.1/15/10/15/03:31 – 03:53

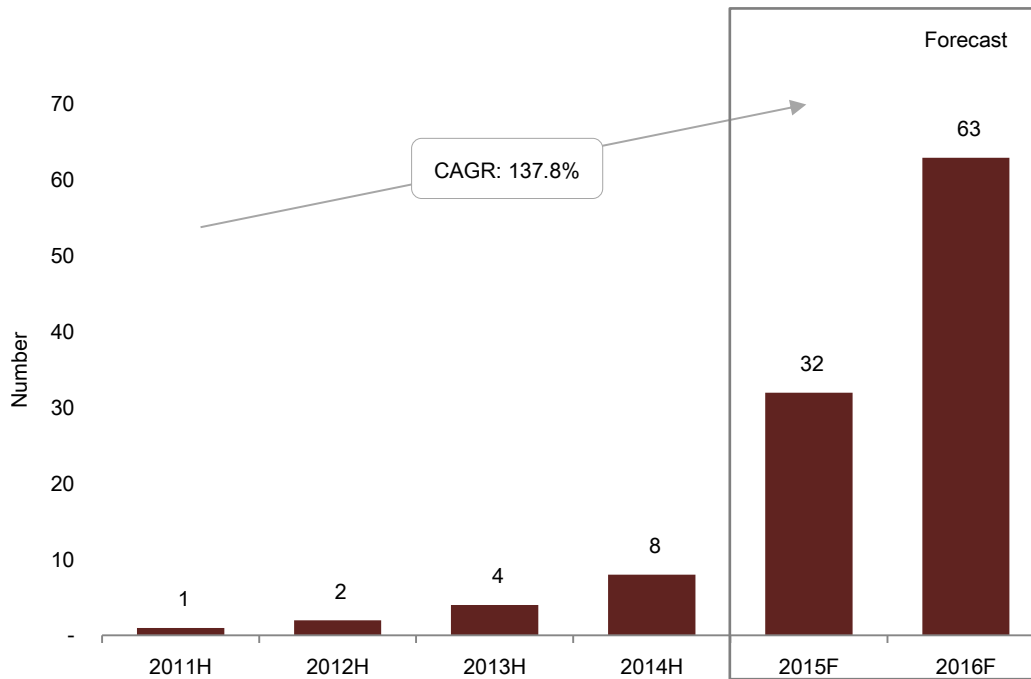
¹⁵ Personal notes LA 22/10/15 (my translation)

¹⁶ Ibid.

¹⁷ Recorded interview HH 1.1/15/10/15/03:55 – 04:22

¹⁸ Ibid. 1.1/15/10/15/06:15 – 06:52

Re-food centres annual growth (2011H-2016F)



Source: SMM Apresentaçãolite1.pptx

Exhibit 3 provides more detail on Re-food centre growth.

Growth takes place in 2 ways: the number of centres in operation (1, 2, 4, 8 and 22) and within each micro local community with Re-food expansion in the target territory.¹⁹

Each centre goes through various stages of development from growth to maturity, starting small and growing monthly until reaching maturity. Centres can also be classified as small, medium or large depending on the average operational performance concerning number of food sources and volunteers, beneficiaries served and meals rescued per month and year.

The first centre, ‘Nossa Senhora de Fátima’, grew from a small operation in 2011 to maturity over the last 4 years, now with 248 volunteers (each one working 2 hours, once a week), rescuing excess food daily from 93 partners and feeding 346 people plus 45 homeless 5 or 6 days a week. Given this, it is considered a large mature centre compared to ‘Telheiras’ which is considered a small mature centre (Exhibits 4 and 5).

As of 8 October 2015, Re-food had 22 fully operating centres, involving 4000 volunteers and 930 food sources, serving 2500 beneficiaries and rescuing 46000 meals per month (Exhibits 6 and 7).²⁰

¹⁹ Estatísticas Re-food para REA.docx

²⁰ SMM Apresentaçãolite1.pptx

Re-food has 36 centres in the pipeline throughout the country, although most will only open in 2016. By the end of 2015 Re-food expects 2 more to open for a total of 24 centres.²¹

Re-food's potential to be replicated globally is considerable. 2016 will also see the beginning of international expansion with interest growing in Madrid, Barcelona, London, Paris, Amsterdam, Budapest, Luanda, Maputo, Johannesburg and Buenos Aires.²²

4.2 Mission and vision

Since its inception, Re-food's mission has been preserved, to “eliminate food waste and hunger, by involving all members of the community into that mission.”²³

Re-food's vision statement considers:

“the development of a new world, where all people have access to food, all products are used, all citizens actively participate in the management of community resources and all assume its power, its right and its obligation to transform the world into a better place.”²⁴

Re-food is a project from people to people working together towards the alleviation of hunger and the reduction of food waste. It has a specific notion of community and has a micro local community model (Exhibit 8). This micro local level is at a '*freguesia*' (religious parish or political ward), or less than a '*freguesia*' level, which facilitates food logistics and fosters social solidarity in the local area (ISCTE IUL, 2013/2014). The operational centre has to be located a maximum of 2 square kilometres away from the food partners and is responsible for collecting and storing the food leftovers.²⁵

Hunter goes on to explain the micro local model.

“But our model is basically (...) to get all of the food in a restricted geographical area, deliver it to people not being served by other institutions and to involve as many people as possible in the process so they come from opposite ends of the food rescue model. **From that micro local model comes all the other innovations**”²⁶ (my emphasis).

Therefore, at this level, the communities have underused resources usable to improve people's life. Re-food's approach consists in identifying and activating these food surplus resources that are perfectly consumable and are thrown away as there is no alternative solution for this.

²¹ Re-food in English.pdf

²² Ibid.

²³ Personal notes HH 07/09/15

²⁴ Relatório de Gestão e Contas R4G_2014.pdf (my translation)

²⁵ Personal notes HH 07/09/15

²⁶ Recorded interview HH 1.1/15/10/15/09:20 – 09:50

There is a “community philosophy and the idea is inclusion” and by inclusion it is meant integrating “marginalised people who are not included in society.”²⁷

“Our definition and vision of inclusion is wider than that we believe that the companies for instance, the small companies here in this community who have no active social responsibility policy because they are small they are not going to create a big foundation, and they are not going to contribute to the life of the community because they are small. So we want to create a way for them to exercise their duty, their social responsibility in a painless way. (...) So our **inclusive model is to include the entire community, all of the companies, all of the people, all of the institutions and our methodology of inclusion is simply to invite**, to present the project, this is what we do and you are invited to join us and that produces either inclusion or not, but we don’t exclude anybody, they auto exclude, anybody who is not involved in Re-food in their community is because they chose not to, not because they were not invited. It is a model of invitation”²⁸ (my emphasis).

Given this philosophy of inclusion:

“**[the] greatest resource identified and activated by Re-food is not the abundance of food**, the physical spaces or the support of local businesses, **but rather the people of goodwill in every community** who voluntarily join together to build the human bridge between excess and necessity that effectively changes the world for the better in their own neighbourhoods”²⁹ (my emphasis).

As part of the inclusive model, the identification of the needy people starts either by involving existing local institutions or volunteer local mapping to share their information and experiences. Sometimes people go to Re-food and ask directly for help but in most situations there is an “ashamed poverty”³⁰.

Re-food also redirects people that have other needs to social organisations taking advantage of this community support. Activating the support network in the community is essential to improving people’s life.

4.3 Non-monetary model

Re-food runs on a low cost model where costs are reduced to a minimum and it is an example of a NGO that relies 100% on volunteering activity. The project is:

“driven only by the community’s goodwill: all the food is freely donated, all the work is donated by volunteers, all the facilities are provided by the community and all the (modest) start-up and operating costs are provided by the surrounding community.”³¹

²⁷ Recorded interview HH 1.1/15/10/15/10:04 – 10:14

²⁸ Ibid. 1.1/15/10/15/10:15 – 11:35

²⁹ Re-food in English.pdf

³⁰ D2 - MISSÃO.pdf

³¹ Available at: (<http://www.re-food.org/blog/apresentacao-a-assembleia-da-republica/>), last accessed on 9 November 2015 (my translation)

Re-food is quite sensitive to monetary aspects and has rules regarding donations (must be transparent), their recording, sales, and commercial activities (Exhibit 9).

Re-food's model achieves economic sustainability as the inevitable operating costs are very low, on average €300 per month and the meals rescued and delivered each month in every centre are produced for less than 10 cents each.³²

4.4 Operating model

The “most important information about the operating model is that it is micro local.”³³

To achieve this, Re-food's approach is very simple and consists of linking the food surpluses with daily needs at almost no costs: “one volunteer, one restaurant, one beneficiary” (Exhibit 10). Re-food's operating model follows a three step process: collecting, packaging and distribution (Exhibit 11).³⁴

4.4.1 Collecting

The first process involves collecting the excess food from Re-food partners (restaurants, cafes, bakeries, pastries, hotels, retail and distribution) based on pre-established food rounds. The food collected includes bread, cakes, cooked food, fruit and vegetables (not frozen food).³⁵ Each team of volunteers follows a circuit and they are organised in three shifts as seen in Exhibit 12 (ISCTE IUL, 2013/2014).³⁶

4.4.2 Packaging

Secondly, the food is received from the collection team in the centre, stored and packaged to be delivered to the beneficiaries. This involves packing cakes, bread and the families' food bag, identifying “the source of each package” and registering “where the food goes when distributed (traceability).”^{37 38} The food can only stay in a refrigerator a maximum of 48 hours (ASAE).³⁹ Exhibit 12 provides information on the working hours.

4.4.3 Distribution

Finally, the food bag is distributed to each of the families and there are three paths of distribution. The vast majority of beneficiaries get the food at the operations centre (direct

³² Re-food in English.pdf

³³ Recorded interview HH 1.1/15/10/15/08:30 – 08:33

³⁴ SMM Apresentaçãolite1.pptx

³⁵ Formação_voluntários_v4.pdf

³⁶ Ibid.

³⁷ Ibid.

³⁸ D6 - SEGURANÇA ALIMENTAR.pdf (my translation)

³⁹ ReFood_Alfragide-Manual_Procedimentos_20140623.pdf

distribution) and the only exceptions are those that live far away from the centre (2nd path) and those that have reduced mobility and in these situations Re-food's caravan delivers directly to these people (3rd path).⁴⁰

Case study aspects specifically related to the research questions will now be considered.

4.5 How does a Re-food centre cope with variable supply and demand of food? (Research Question 1)

Re-food claims to eliminate food waste by collecting the leftovers from the food partners and redistributing it to the people in need. However, this involves variable supply and demand. This research question looks at how Re-food deals with this and to what extent food waste elimination is possible given such logistics.

One of the biggest challenges of Re-food is logistics, as mentioned in Re-food's presentation to the Portuguese Parliament.

“One of the biggest challenges of Re-food to end food waste is logistics – more specifically the collection of enormous quantities of food, in multiple locations, daily and in real time.”⁴¹

Demand

This analysis was based on the information collected in an interview to a beneficiary at Re-food 'Nossa Senhora de Fátima' and *in situ* observation of other beneficiaries collecting their food.⁴²

The vast majority of beneficiaries that come to Re-food asking for food are families living in the micro local area. From Monday to Friday, these people go to Re-food, and receive food once a day. People have an identification number and wait in the queue to be called. Then volunteers call people one at a time and distribute a food basket for their household. Each time they get the food they have to bring Tupperware so volunteers can fill them with food.

Normally, beneficiaries get soup, fish/meat/pasta and bread and fruit. Soup is always available as well as bread and cakes.

One of Re-food principles is to accept everyone that comes to the centre (inclusive model) and also the community is entitled to identify and invite other people in the local area that they might know who are facing “ashamed hunger”.

⁴⁰ Personal notes HH 07/09/15

⁴¹ Available at: (<http://www.re-food.org/blog/apresentacao-a-assembleia-da-republica/>), last accessed on 9 November 2015 (my translation)

⁴² Personal notes beneficiary 12/11/15

In general demand does not vary that much. For example, Re-food ‘Nossa Senhora de Fátima’ serves around 346 beneficiaries on a daily basis and this number is almost constant. On the other hand, the number of homeless may differ and they receive soup in reusable packaging and bread and cakes in plastic bags.

Supply

In contrast, the leftovers that come from the restaurants vary considerably. One day restaurants can have many daily customers and the other day just a few customers. Therefore, the amount of excess food depends on that.

Beneficiaries have to be very flexible regarding the food they receive. As Re-food is very dependent on the food sources, they sometimes run out of food. Often when beneficiaries arrive at the centre at 8:30 p.m. there are not enough meals to distribute and so two things can happen: either they wait until more food collected by volunteers (distribution takes place until 9:30 p.m.) or they get what is available (soup, bread, cakes, fruit or yogurts). Re-food always finds a solution and no one leaves the centre without any kind of food.⁴³

Re-food supply chain



Source: My own analysis

Planning

The operating model involves individuals with goodwill wishing to improve other people’s life, and they volunteer for 2 hours per week. Their turnaround is high, so Re-food has to try and find more people. Moreover, volunteers’ delays or absences have a profound impact on the supply chain model. Although each centre has a daily plan, Re-food cannot penalise volunteers’ absences due to the voluntary nature of this charity work.

⁴³ Personal notes beneficiary 12/11/15

In the collection process volunteers have to follow the route map and for every food source a record sheet has to be filled out. Furthermore the volunteers have to prepare the food based on indicative quantities for each type of food (e.g. one cake/fruit per person, five salty products per person).⁴⁴

Quality review

Serving the community is only possible by following best practices in food safety and so Re-food has an internal directive about food safety.⁴⁵ As with any company operating in the food chain, Re-food has to preserve and protect the quality of the food from the moment it arrives until it is distributed. Although volunteers already receive hygiene and food safety training, Re-food is working towards reinforcing the process of traceability in all centres.⁴⁶

All of the excess food given by the food sources is accepted without rejecting food that is less suitable. Re-food is not allowed to reject food even if it already knows that some of it will not be used. In fact, Re-food accepts that it is better to throw away food that otherwise would not be used than having food partners throwing away food and not contacting Re-food.

Directive 6 goes on to say that Re-food is perfectly aware that the food received by the food partners does not fully correspond to the food delivered to the beneficiaries – and that Re-food also has its own waste that is impossible to prevent. Furthermore, Re-food uses plastic bags to serve cakes and breads and reusable packages which have a negative effect on the environment.

4.6 How does Re-food find people in need? (Research Question 2)

When opening a new Re-food centre, volunteer managers have to carry out a lot of investigation within the local area and part of that includes knowing who its beneficiaries might be. This is not necessarily an easy thing to do and this research question aims to understand more deeply this process.

The process of finding the people who need food assistance involves two steps: **(i) getting in touch with existing local institutions** and then **(ii) serving the people that come to Re-food and finding out the “ashamed hunger”** segment not yet being served by the existing social institutions.⁴⁷

⁴⁴ ReFood_Alfragide-Manual_Procedimentos_20140623.pdf

⁴⁵ D6 - SEGURANÇA ALIMENTAR.pdf

⁴⁶ Personal notes OF 18/11/15

⁴⁷ Recorded interview HH 1.1/15/10/15/15:57 – 16:26

As Hunter pointed out “the first resource that we want to activate in every community is the people.”⁴⁸ By people is meant the citizens “which are of course the most important resource that we activate.”⁴⁹ However, there are also the local institutions that need as well to be activated so the project can be implemented.

“But it isn’t the only one because the local institutions many times have a space, like the space here in the church that isn’t being used, that can be activated and put to use in the community so and the information (...) there are local institutions like the ‘Vicentinas’, an organisation here at the church who know very well the people in the community and know who needs the food and the social agents ‘agentes sociais’ in the political unit, ‘junta de freguesia’ that also know and have information about who needs food.”⁵⁰

(i) Local institutions

Finding out who the beneficiaries are starts by first meeting with the existing local institutions. These institutions normally work in a network and have information on the people in need and so they highlight these people. For that reason, it is critical to get all these institutions involved with Re-food.

Understanding more about the beneficiaries requires visiting homes, making an assessment and verification of the information provided and making recommendations for other support depending on the beneficiary’s reality (using the network of other associations).⁵¹

(ii) People not yet being served (including “ashamed hunger”)

The second step is to receive the people that come to Re-food who are not being served by other institutions and also finding the people who are suffering from “ashamed hunger” (a part of the community that is not yet being served).⁵² Hunter indicates:

“(...) but because of shame of their condition don’t go the church or to the political entity because they are ashamed of their situation and so we feel like we have responsibility also to find them and serve them and so in Portuguese that is called ‘fome envergonhada.’”⁵³

The methodology is very simple and is detailed below:

“(...) which is knock on the door, ring the bell in the building (...) and ask them if there is anyone in this building potentially needs some food assistance. **We don’t ask them if they need food assistance we ask if they know of anyone who might need food assistance** and that way is not confrontational it is not accusatory (...) but in this process we find people who say well everybody is ok except me because I lost my job

⁴⁸ Recorded interview HH 1.1/15/10/15/11:59 – 12:02

⁴⁹ Ibid. 1.1/15/10/15/14:25 – 14:35

⁵⁰ Ibid. 1.1/15/10/15/14:35 – 15:16

⁵¹ Re-food_Competicencias de Gestão Nos Novos Núcleos.pdf

⁵² Recorded interview HH 1.1/15/10/15/16:06 – 16:18

⁵³ Ibid. 1.1/15/10/15/16:18 – 16:39

and I don't have (...) they have a chance to conquer their shame about their situation and get the food assistance”⁵⁴ (my emphasis).

When beneficiaries come to Re-food either referred by institutions or those who come not being served and are found, they have to go through a thorough interview process.⁵⁵ It is important to get as much information to understand their social reality, as is further explained below:

“So we need to know them, their situation we need to understand who is in the family, who their ages are, names, (...) know what their profession is, we know how long they have been unemployed if that is the case usually is the case, we know if they are living with other people or alone if they are isolated.”⁵⁶

Hunter continues by saying that:

“(...) we feel like the better we know them the better we can serve. But we don't take this information to exclude them (...) and we don't demand the paperwork (...) just to know so we can serve them.”⁵⁷

As the project grows, more beneficiaries will be served, as the neighbours, volunteers and pharmacies are able to identify additional people undernourished through signalling.⁵⁸

The role of the church

In section 4.1 above, it was described how Re-food interacted with the ‘Nossa Senhora de Fátima’ church in its starting out period. Father LA, the main parish priest of that church, points out that there is a close relationship, a close understanding of the neighbourhood, friends that help in the identification of the people who need help in the community. Furthermore, there is an information network to which the church has access and it provides understanding and gives important references to the needy people.⁵⁹

The parish church has a social support/assistance team that will welcome all people that need help. These people are interviewed and then this information is complemented with information and the understanding that the community has about them.⁶⁰

In fact, in that Re-food centre the collection of information about the needy people was also done through the church with the support of the ‘Conferências Vicentinas’ and ‘Banco Alimentar Contra a Fome’. The former and latter institutions refer the people most in need.⁶¹

⁵⁴ Recorded interview HH 1.1/15/10/15/16:47 – 17:39

⁵⁵ Recorded interview HH 1.2/15/10/15/00:10 – 00:22

⁵⁶ Ibid. 1.2/15/10/15/00:29 – 01:04

⁵⁷ Ibid. 1.2/15/10/15/01:10 – 01:42

⁵⁸ Personal notes OF 18/11/15

⁵⁹ Personal notes LA 22/10/15

⁶⁰ Ibid.

He goes on to say that people from the community also know someone that needs help. Typically, most of these people live alone.⁶²

CC from the church social action area further clarified what happens:

“Traditionally people from the community go to the church and ask for help. On the other hand, ‘Limiar’ is involved with households and when there is a food need, they redirect them to the church. Furthermore, ‘Banco Alimentar Contra Fome’ and ‘Junta de Freguesia Avenidas Novas’ have an understanding of the needy people and redirect them to the social area. It is unusual to go and meet the needy people.”⁶³

The following information is collected by the organisations listed below.

“‘Limiar’, ‘Junta de Freguesia Avenidas Novas’ and the church know who needs help by asking people about their health and economic situation. For example, ‘Limiar’ asks people for medical exams (health information), the church social area asks people about the economic situation and the ‘Junta de Freguesia Avenidas Novas’ gathers all the users support/assistance. The information collected by all these institutions clarifies the typical profile of the people in need.”⁶⁴

The social area of the church accepts any individual that might need help in the community regardless of its religion and this is part of its evangelisation process. The parish church and the social services work on the identification of the needy people in local area.⁶⁵

CG from Re-food ‘Alfragide’ emphasises that each Re-food has to adapt to the local characteristics. Re-food needs to know if the family is in need (if this has been signalled by any social institution). It gets to know who its beneficiaries are through such signalling and later families have to have an interview. She continued that “each Re-food centre has its own social reality and social characteristics and we have to adapt.”⁶⁶

Undoubtedly, the church and the ‘juntas de freguesia’ play an important role in the implementation of Re-food centres, either by making a space available and/or collaborating in the identification of the needy people.

4.7 What does Re-food do apart from giving food? (Research Question 3)

Re-food is clearly involved with recycling food at the micro local level. However, this would not be possible without involving the institutions, businesses, and individuals in the community. This research question aims to consider the impact it has for the community it works in and creates.

⁶¹ Personal notes LA 22/10/15

⁶² Ibid.

⁶³ Personal notes CC 23/10/15 (my translation)

⁶⁴ Ibid.

⁶⁵ Personal notes JM 30/10/15

⁶⁶ Personal notes CG 29/10/15 (my translation)

Re-food's mission is to serve hungry people and this is the starting point. Nevertheless, hunger is manifested in several ways besides the need for physical food: a kind word, an authentic smile or even listening to someone all satisfy a different type of less visible hunger, a “non-material” hunger. In fact, Re-food attempts to give meaning to the community.

Re-food creates significant impact in each local community and on many levels, fulfilling various needs: hungry people are fed (beneficiaries), people who want to provide help can also do this (volunteers), and people who want to contribute materially to the community can also do this (partners) (Exhibit 8).⁶⁷

Re-food leverages its unique position by interacting daily with its beneficiaries, by implementing partnerships with other social institutions and directing beneficiaries to community aid which in turn create added value for each person. Re-food considers that its duty is to transform people's lives that come to their door (activating the network support to better serve these people).⁶⁸ This requires the potential involvement of everyone from the community.

Beneficiaries

The following analysis was based on primary data collected during an interview with FV, responsible for Re-food ‘Nossa Senhora de Fátima’.⁶⁹

Apart from giving food to everyone that knocks on the door, Re-food tries to provide “non-material food”. It is not just getting the food and then going away, it is about creating relationships and social ties in the local community.

She then goes on to explain that “suddenly this neighbourhood which was previously featureless became more active and distinct”. She also mentioned that:

“One of the things that I least expected from Re-food and is very interesting is that Re-food really humanises neighbourhoods”. Indeed, it “(...) creates a community in every neighbourhood.”

Re-food also supports beneficiaries in other areas (e.g. legal, job search) by forwarding them and helping to get in contact with the relevant partner.

Re-food also creates events as a way to reinforce community ties. For example, Re-food ‘Re-Natal’ has a Christmas dinner on 24 December allowing people who do not have a family or any plans to get together.

⁶⁷ Re-food in English.pdf

⁶⁸ D2 – MISSÃO.pdf

⁶⁹ Recorded interview FV 1.2/11/11/15/03:47 – 08:21 (my translation)

FV mentioned that:

“Re-food provides camaraderie and a positive spirit, and doesn’t want to be considered as a supermarket and it will do whatever it takes to help them to recover as people and this is Re-food’s objective. There is nothing more valuable than someone saying they do not need to come again because they found a job.”

Partners

Apart from collecting the food sources leftovers, Re-food provides an opportunity for small local companies to exercise social responsibility – a type of corporate social responsibility at the micro level. Re-food invites everyone from the community to collaborate because it believes that every community has underused resources that can be applied to improve people’s life.

Several Re-food partners also work in other areas. Re-food refers people to these areas and helps to get in touch with them. In this way Re-food would appear to be acting as a community facilitator by referring people to the institutions or companies.

Volunteers

In terms of the volunteers, FV mentioned that Re-food provides an enriching volunteering experiencing.

“Re-food is able to integrate different people, it doesn’t have any prejudice and this is unusual nowadays. (...) All of these people spend time together and there is a positive environment. In fact, Re-food provides a great personal experience and people feel good.”⁷⁰

Volunteers are invited to exercise their citizenship commitment, a moral commitment to collaborate with the project.

⁷⁰ Recorded interview FV 1.2/11/11/15/02:40 – 03:13 (my translation)

5 TEACHING NOTES

5.1 Case Summary

The case study involves Re-food which is a Portuguese non-profit organisation, 100% based on volunteers that rescues excess food and distributes it to needy people in the local community. It explains how a community-based enterprise like Re-food creates social value and social capital in the communities where it operates.

The case study starts by understanding Re-food's background, how it started from initial idea to first meals provided and considers its growth and expansion nationally (Section 4.1). Re-food's mission and vision are described with a particular emphasis on Re-food's micro local community model (Section 4.2). This will then lead to Re-food's non-monetary model (Section 4.3). This is followed by a description of Re-food's operating model, explaining how Re-food interacts with the volunteers, beneficiaries and food partners (Section 4.4) and it then considers aspects dealing with the Research Questions relating to food, its beneficiaries and the established community (Sections 4.5, 4.6 and 4.7).

5.2 Learning Objective and Target Audience

The main learning objective of this case study is to analyse a social enterprise at the level of public information available about it and then at a deeper level involving the use of primary interview data analysed using research questions and provide the students with information on the research method concepts of semi-structured interview and data triangulation. The teacher will help the students understand aspects of Re-food and its mission, vision, its non-monetary model and also its operating model. They will then consider the research questions in order to understand Re-food and some of the major issues it faces in its operation on a daily basis, and the dynamics and changes such social enterprises experience at a more insightful level so that students can appreciate the insights such empirical data findings can provide.

The main target audience is Master students from the Corporate Sustainability and Citizenship courses lectured by Professor Susana Frazão Pinheiro.

5.3 Suggested Teaching Methods and Research Questions

The timing for the case study discussion is a 60-minute lesson.

Part 0 – Lesson Preparation

Before the lesson starts students must read the material regarding the general case study description and the more specific research questions (Chapter 4 above), which should be

made available on the learning management system of the Master course, and answer the questions for Part II. They should also find out as much background information from the Re-food website as possible (www.re-food.org/blog/).

In order to prepare for Part III they should be asked to think of how they would carry out research on an entity like Re-food, given access to its documentation and its stakeholders. For Part IV they should be asked to note down what they consider the most important findings for each Research Question (Sections 4.5, 4.6 and 4.7 above).

Part I – Warm Up

Aim: This activity is intended to introduce the theme of the case study and get students focused on the unique service provided by Re-food, particularly if not all the students have read the case study prior to the lesson.

Timing: Approximately 5 min.

Materials: Show some Re-food photos and play 2 min video of Re-food’s founder Hunter Halder.

Re-food project overview



Source: SMM Apresentaçãolite1.pptx

Transcript of sample video with the founder Hunter Halder

“Resource activation is one way to look at Re-food because if you think about the food, the food is in perfect conditions and yet is going to the trash. So that’s a resource not only dormant but being thrown away and on a planetary scale we throw away 1/3 of all the food produced (...) so that’s the first resource maybe that’s the most easily identifiable resource that Re-food activates but it is not the biggest resource. **The biggest resource is the goodwill of people in the community** and that is the key. People in the community, talking about the citizens are of course the most important resource that we activate. But it is not the only one because the local institutions many times have a space (...) that can be activated and put to use in the community (...) that also have information about **who needs food** (...) and then as I said with the small companies, all companies big and small need to be invited and need to know they can participate, they can exercise their **duty to social responsibility** in their community through the Re-food project”⁷¹ (my emphasis).

Elicit from students names of organisations working with food waste and redistribution in Portugal or elsewhere (e.g. Re-food, ‘Banco Alimentar Contra a Fome’ and ‘Fruta Feia’). Ask students general questions to check if they about what Re-food is, where it operates, if they live near any centre or if they know anybody involved as a volunteer and what makes Re-food different from the other organisations (unique social proposition).

Part II – Analysis of the Re-food’s Organisational and Operational Model (Sections 4.1 to 4.4)

Aim: This activity aims to get the students to practise their analytical skills in considering the first sections of the case study.

Timing: Approximately 20 min.

Check students’ answers to the following questions about Re-food provided along with the case study.

1. **What is Re-food? Answer this in as many different ways as you can. What is it not? What is its unique social proposition?**
2. **How did Re-food’s founder go from initial idea to first meals provided? How planned and principle was this?**
3. **How important was the local Catholic Church in its initial start-up stage?**
4. **In the last few years, Re-food has grown substantially. How many Re-food centres, volunteers, beneficiaries, food partners and meals are being served**

⁷¹ Recorded interview HH 1.1/15/10/15/13:11 – 15:37

nowadays and given this growth what could be expected in the next year, next five years? What will this mainly depend on?

- 5. Read Re-food's vision statement. How idealistic and realistic do you think it is? (Be prepared to present and defend your position in the lesson).**
- 6. Describe Re-food's micro local model. Could it work in metropolitan, small cities and rural areas?**
- 7. How would you characterise Re-food operating model? What are its strengths and weaknesses?**
- 8. Re-food's economic sustainability is driven by people's goodwill and it has a non-monetary model. Will this Re-food model be sustainable in the long run?**
- 9. If you were Hunter Halder, what would you have done and what could do differently?**

Part III – Research Methods

Aim: To introduce students to the research methods of “semi-structured interviews” and “triangulation”, indicating their advantages and providing an example, and to get them thinking about how they would collect primary data.

Timing: Approximately 10 min.

After asking students briefly how they would research into Re-food, introduce the following two research methods:

(i) Semi-structured interviews

Explain that the interviews were carried out using a semi-structured interview technique and present the following quote:

“This [Semi-structured interviews] is a term that covers a wide range of instances. It typically refers to a context in which the interviewer has a series of questions that are in the general form of an interview schedule but is able to vary the sequence of questions. The questions are frequently somewhat more general in their frame of reference from that typically found in a structured interview schedule. Also, the interviewer usually has some latitude to ask further questions in response to what are seen as significant replies” (Bryman, 2008).

Then list the main advantages of semi-structured interviewing.

Main advantages

Semi-structured interviewing
Access to detailed and valuable answers
Provide information not always in the public domain
Ability to focus on the respondent's point of view
Facilitates the set-up of several interviews
Interviewer follows the interview guide but questions not covered in the guide can also be asked based on the respondents' answers
More general questions can be asked
The order of the questions can be changed

Source: (Bryman, 2008)

The teacher should show the following sample transcript from one of the interviews carried out to highlight the importance of this data that is not available in public information on or provided by Re-food.

Semi-structured interview – Sample transcription

“(…) we developed a methodology for doing that which is knock on the door, ring the bell in the building and ask (…) if there is anyone in this building potentially needs some food assistance. **We don't ask them if they need food assistance we ask if they know anyone who might need food assistance** and that way is not confrontational it is not accusatory”⁷² (my emphasis).

Mention that this allows flexibility during the interview and where possible another interview can be arranged to obtain data not provided in the initial interview. This will offer more depth.

(ii) Triangulation

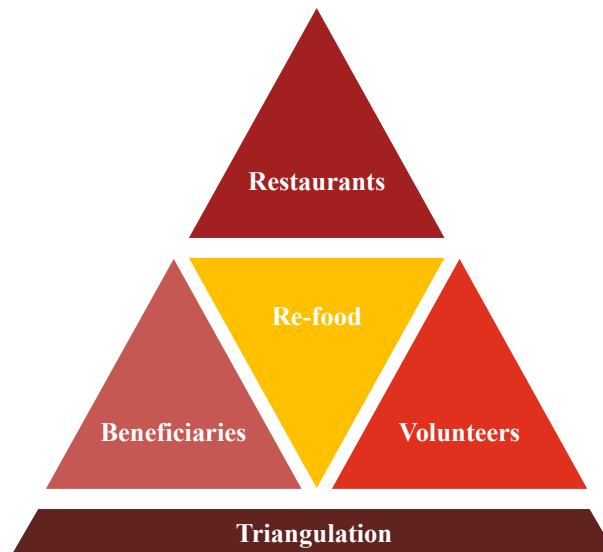
Along with the depth provided by semi-structure interviewing, explain that breadth requires **triangulation**. Introduce it with the following quotation:

“[Triangulation] entails using more than one method or source of data in the study of social phenomena”. This technique is considered “a process of cross-checking findings” (Bryman, 2008).

In the Re-food case study, it was important to interview all Re-food stakeholders, beneficiaries, restaurants and volunteers. Show the students the example below:

⁷² Recorded interview HH 1.1/15/10/15/16:44 – 17:10

Triangulation of data informants



Source: My own analysis

Present the students some quotes emphasising the triangulation effect in data collection.

Triangulation effect in data collection – Examples

Restaurants	“Every week day Re-food’s volunteers go to the restaurant around 11 p.m. and collect the leftover food.” ⁷³
Beneficiaries	“I collect my food bag from the centre at 8:30 p.m. once a day from Monday to Friday.” ⁷⁴
Volunteers	“We never say to our partners to not give us this or that. We are responsible for the food sorting/screening because we don’t want them to find excuses or reasons for not providing the food.” ⁷⁵

Source: My own analysis

Part IV –Research Questions (Sections 4.5 to 4.7)

Aim: To take the Research Question sections they have read at home and establish the main findings.

Timing: Approximately 20 min.

⁷³ Personal notes MP 27/10/15 (my translation)

⁷⁴ Personal notes beneficiary 12/11/15 (my translation)

⁷⁵ Recorded interview FV 1.2/11/15/02:14 – 02:25 (my translation)

Go through each research question with the class, asking for their opinions on the main information obtained and the conclusions that can be drawn from this, discussing and providing the research findings for each research questions (in a PowerPoint presentation).

RQ1: Food: How does a Re-food centre cope with variable supply and demand of food?

The main findings of this research question are:

- Managing a Re-food centre involves several logistical issues ranging from serving everybody in the community who needs food assistance (demand), having a daily plan with the organisation of the day and night shifts of the volunteers (planning), complying with food safety procedures from ASAE making sure the food is in good condition (quality review) and avoiding running out of food in cases where there is not that much food to be collected from food partners (supply).
- The food received from partners does not completely correspond to the food that will be delivered to beneficiaries. There will **always be some kind of food waste** and as a result, **Re-food is not able to have the 100% food waste elimination which its mission statement aims for.**
- Despite these logistical issues, beneficiaries do not leave the centre without any food as centres receive huge quantities of bread, cakes, fruit or soup.

RQ2: Beneficiaries: How does Re-food find people in need?

The main findings of this research question are:

- The identification of the beneficiaries involves two steps: (i) **getting in touch with existing local institutions** and then (ii) **finding out the people not yet being served by the existing social institutions** including the so-called **“ashamed hunger”**. This act of inclusion produces **social value** in the community.
- The church in the first Re-food centre was important in identifying needy people.
- Every Re-food centre has to adapt to local characteristics. As CG from Re-food ‘Alfragide’ stated, “each Re-food centre has **its own social reality** and social characteristics and we have to adapt”⁷⁶ (my emphasis).

RQ3: Community: What does Re-food do apart from giving food?

⁷⁶ Personal notes CG 29/10/15 (my translation)

In this research question, the teacher also provides some theoretical concepts of social value, social capital, and providing meaning to a community.

The main findings of this research question are:

- Re-food creates **social value** in each local community at three levels: feeding people (**beneficiaries**), getting people who want to help exercising their citizenship duty (**volunteers**) and involving people who want to contribute materially or non-materially, as a way of exercising their social responsibility duty (**partners**). These are the three data informant sources mentioned above in the data triangulation section.
- In this case, the **social value**, **the food provision**, comes from its **partners**, and can be interpreted as the outcome of pursuing a social mission. As Certo and Miller (2008) have stated:

“Social value has little to do with profits but instead involves the fulfilment of basic and long-standing needs such as **providing food**, water, shelter, education, and medical services to those members of society who are in need” (Certo & Miller, 2008) (my emphasis).

- Apart from the physical food, Re-food provides **“non-material” food** which can be defined as **social value**, as part of Coote and Goodwin’s ‘Core Economy’:

“(…) the human resources that comprise and sustain social life. (…) They underpin the market economy by raising children, caring for people who are ill, frail, and disabled, feeding families, maintaining households, and building and sustaining intimacies, friendships, social networks, and civil society” (Coote & Goodwin, 2010).

What is social includes parents, families, extended families, neighbourhoods, and communities involved in core economic activities exchanging time. By doing this they create social value. Annex 4 summarises the differing aspects of an economic exchange and a social exchange. Here, as shown, Re-food’s unit of currency is indeed time rather than money, particularly of its **volunteers**.

- At a deeper level in the micro local community, Re-food creates **social capital** by linking people, recalling Putnam’s (1996) definition:

“By ‘social capital’ I mean features of social life – networks, norms and trust – that enable participants to act together more effectively to pursue shared objectives” (Putnam, 1996).

His four components of social capital are described in Annex 6. These components reinforce each other and they generate a sense of community, recalling the relationships between Re-food’s **partners, beneficiaries and volunteers**.

- Re-food attempts to **give meaning to the community** by activating network support to serve people in a better way (resource activation) and then create social solidarity. Indeed, it is felt that the key to Re-food’s work is to be found in the World Bank’s statement that:

“(…) **Social capital** is not just the sum of the institutions which underpin a society – it **is the glue** that holds them together” (World Bank, 2015) (my emphasis).


Part IV – Theory and Practice

Aim: This activity aims to close the case study by bringing some concepts of SE theory and practice together.

Timing: Approximately 5 min.

One by one show slides each containing a quote from SE theory in the focus column. For each one, students consider to what extent on a scale of 1(not at all) to 5 (perfect fit) the quote applies to Re-food’s activity. Then show the comment in the Re-food column.

SE and Re-food

Research domains in SE	Focus	
Entrepreneurship and Public/non-profit management (1&2)	“New social value creation” activities, including non-profit organisations fulfilling social needs and/or “creating social value” (Gartner, 1988).	Creates social value either by providing food or by providing “non-material” food.
Entrepreneurship and Social issues in management (1&3)	“Community-based enterprises, acting corporately as both enterprises and entrepreneurs” (Peredo & Chrisman, 2006).	Re-food is a community-based enterprise driven by people’s goodwill.
Entrepreneurship, Public/non-profit management and Social issues in management (1,2&3)	“Using practices and processes that are unique to entrepreneurship to achieve aims that are distinctly social, regardless of the presence or absence of a profit motive.”	Re-food’s micro local model is efficient with almost no cost and creates social capital by “humanising neighbourhoods (...) [to] create a community in every neighbourhood.” ⁷⁷

Source: (Short, Moss, & Lumpkin, 2009) and my own summaries on Re-food

⁷⁷ Recorded interview FV 1.2/11/11/15/03:47 – 08:21 (my translation)

6 CONCLUSIONS, LIMITATIONS AND FUTURE RESEARCH

6.1 Conclusions

This thesis looked at Re-food as a case study of a community-based enterprise creating social capital through food redistribution. Re-food is a Portuguese independent non-profit organisation, 100% based on volunteering work and driven by the local community allowing the rescue of excess food/meals and its delivery to people that need food assistance in urban areas. It aims to eliminate food waste, eliminate hunger and ultimately to involve the whole community.

It was found that Re-food will always have some kind of food waste and consequently it will not carry out 100% food waste elimination. Furthermore, its operating model is highly dependent on food partners which limits its ability to redistribute the same amount of food daily to beneficiaries. This addresses Research Question 1.

Regarding the identification of the beneficiaries, it became clear that Re-food's inclusive model means serving everyone in the community resulting in the creation of **social value**. This process is carried out both by involving local institutions particularly aware of those needing food assistance in the micro local area, and in particular the church in the first Re-food centre, and by using indirect techniques such as asking others and community agents such as pharmacists to find the people not being served by other institutions (“ashamed hunger”).

Regarding the micro local impact, Re-food also creates **social value** by fulfilling a basic need (**beneficiaries**), allowing individuals to give time to help others (**volunteers**) and enabling social responsibility (**partners**). The latter two are seen as social reward. These address Research Question 2.

This means that Re-food attempts to give **meaning to the community** by linking individuals towards a common goal which is to eliminate food waste and hunger, creating **social capital**. As Re-food is expanding geographically at a fast pace this social capital is also being created at micro (individual/household/neighbourhood), meso (institutional) and macro (national) levels (Hjöllund & Svendsen , 2000). This addresses Research Question 3.

This data was used to provide a case study for Master students. The teaching questions help students to focus on the collection and analysis of primary data and the research questions analyse Re-food's supply chain model, its beneficiaries and its creation of community. It is

felt that since a lot of primary data was collected for the case study, including examples of video interviews and sample transcripts, and as Re-food were very helpful in supplying both published and unpublished secondary data, it is a good case study to use for teachers wishing to offer students the chance to start analysing use of particularly primary data and learn about the concepts of semi-structured interviewing and triangulation of data.

Re-food is clearly involved with recycling food at the micro local level. However, this would not be possible without involving the institutions, businesses, and individuals, linking them to create social capital which together contributes towards the creation of a community, as expressed by its founder, Hunter Halder:

“The greatest resource identified and activated by Re-food is not the abundance of food, the physical spaces or the support of local businesses, but rather the people of goodwill in every community who voluntarily join together to build the human bridge between excess and necessity that effectively changes the world for the better in their own neighbourhoods.”⁷⁸

Re-food is indeed a Portuguese case study of a community-based enterprise creating social capital through food redistribution.

6.2 Limitations and Future Research

This thesis involves a case study. Bryman (2008) states that:

“A case study is not a sample of one drawn from a known population. Similarly, the people who are interviewed in qualitative research are not meant to be representative of a population (...). In other words, it is the quality of the theoretical inferences that are made out of qualitative data that is crucial to the assessment of generalization” (Bryman, 2008).

In addition, it involved the collection of primary and secondary data, though mainly the former. The original primary data was collected through semi-structured face-to-face interviews. Based on that, the findings are highly dependent on researcher analysis which entails some sort of subjectivity (Bryman, 2008). The absence of other qualitative research methods, such as use of focus groups, may constitute another limitation. Nevertheless, the collection of primary data contributed significant enriching insights to the case study analysis.

Further research will also be needed to understand the effect of Re-food’s growth. At the time of writing, Re-food had a national office that centralised some management functions while the local Re-foods maintained the micro local approach and there were plans to create a new administrative layer, ‘Re-food Lisboa’, to aggregate and manage the food surpluses and

⁷⁸ Re-food in English.pdf

shortages around all the centres and it will be interesting for a future case study to research the structural and consensual changes to see if it will be able to keep a micro local approach.

Finally, it will be also interesting to look at Re-food in two or three years' time to analyse its financial (e.g. currently non-monetary) sustainability and its potential to be something else (e.g. a hybrid model combining donor/subsidy with earned income strategy).

Re-food is also trying to develop social metrics in order to measure social value creation. It would be interesting to undertake a deeper analysis on this topic.

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Information provided by Re-food

Re-food in English.pdf

Estatísticas Re-food para REA.docx

SMM Apresentaçãolite1.pptx

Relatório de Gestão e Contas R4G_2014.pdf

D2 - MISSÃO.pdf

Formação_voluntários_v4.pdf

D6 - SEGURANÇA ALIMENTAR.pdf

Refood_Alfragide-Manual_Procedimentos_20140623.pdf

Re-food_Competicencias de Gestão Nos Novos Núcleos.pdf

Re-food - Setembro de 2015.pdf

D7 - APOIO DE COMUNIDADE E PARCERIAS.pdf

Interviews

Personal notes HH 07/09/15

Recorded interview HH 1.1/15/10/15/00:00 – 00:54

Recorded interview HH 1.1/15/10/15/01:06 – 01:45

Recorded interview HH 1.1/15/10/15/01:57 – 02:34

Recorded interview HH 1.1/15/10/15/03:31 – 03:53

Personal notes LA 22/10/15

Recorded interview HH 1.1/15/10/15/03:55 – 04:22

Recorded interview HH 1.1/15/10/15/06:15 – 06:52

Recorded interview HH 1.1/15/10/15/09:20 – 09:50

Recorded interview HH 1.1/15/10/15/10:04 – 10:14

Recorded interview HH 1.1/15/10/15/10:15 – 11:35

Recorded interview HH 1.1/15/10/15/08:30 – 08:33

Personal notes beneficiary 12/11/15

Personal notes OF 18/11/15

Recorded interview HH 1.1/15/10/15/15:57 – 16:26

Recorded interview HH 1.1/15/10/15/11:59 – 12:02

Recorded interview HH 1.1/15/10/15/14:25 – 14:35

Recorded interview HH 1.1/15/10/15/14:35 – 15:16

Recorded interview HH 1.1/15/10/15/16:06 – 16:18

Recorded interview HH 1.1/15/10/15/16:18 – 16:39

Recorded interview HH 1.1/15/10/15/16:47 – 17:39

Recorded interview HH 1.2/15/10/15/00:10 – 00:22

Recorded interview HH 1.2/15/10/15/00:29 – 01:04

Recorded interview HH 1.2/15/10/15/01:10 – 01:42

Personal notes CC 23/10/15

Personal notes JM 30/10/15

Personal notes CG 29/10/15

Recorded interview FV 1.2/11/11/15/03:47 – 08:21

Recorded interview FV 1.2/11/11/15/02:40 – 03:13

Recorded interview HH 1.1/15/10/15/13:11 – 15:37

Recorded interview HH 1.1/15/10/15/16:44 – 17:10

Personal notes MP 27/10/15

Recorded interview FV 1.2/11/11/15/02:14 – 02:25

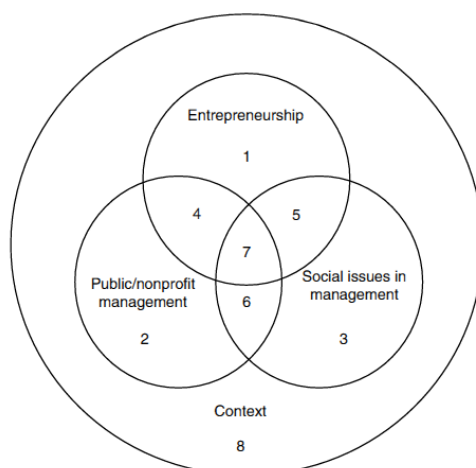
8 ANNEXES AND EXHIBITS

Annex 1 – Theoretical bases for SE research

Theoretical Bases	Authors
Communitarian Perspective	Cornwall (1998)
Institutional Theory	Dart (2004)
Structuration Theory	Mair and Martí (2006)
Social Capital Theory	Mair and Martí (2006)
Social Network Theory	Peredo and Chrisman (2006)

Source: (Short, Moss, & Lumpkin, 2009)

Annex 2 – Conceptual domains in SE



Source: (Short, Moss, & Lumpkin, 2009)

Annex 3 – Summary of research domains in SE

Section	Research areas and context	Focus
4	Entrepreneurship and public/non-profit management (1&2)	“New social value creation” activities, including non-profit organisations fulfilling social needs and/or “creating social value” (Gartner, 1988).
5	Entrepreneurship and social issues in management (1&3)	“Community-based enterprises, acting corporately as both enterprises and entrepreneurs” (Peredo & Chrisman, 2006).
7	Entrepreneurship, public/non-profit management and social issues in management (1,2&3)	“Using practices and processes that are unique to entrepreneurship to achieve aims that are distinctly social, regardless of the presence or absence of a profit motive.”

Source: (Short, Moss, & Lumpkin, 2009)

Annex 4 – Economic Exchange and Social Exchange

Economic Exchange	Social Exchange
Receiver gets goods/service	Receiver gets goods/service
Supplier gets financial reward	Supplier gets social reward
Unit of currency: money	Unit of currency: time
“Spending money”	“Spending time”
“Saving time”	“Saving money”

Source: My own analysis based on (Coote & Goodwin, 2010)

Annex 5 – The Economy from a Family, Community and State perspective

Family-based	Community-based	State-based
<i>Oikonomos</i>	Core economy	Political economy
Household management	Management of human resources sustaining social life	Management of the wealth and resources of a country

Source: (Coote & Goodwin, 2010) and (<http://www.etymonline.com/index.php?term=economy>)

Annex 6 – Putnam’s four components of Social Capital

Social Capital components	Description
Trust	“Other members of a community will be honest and cooperative.”
Norms	“Standards of behaviour, sanctions for breaking those standards and shared aims and objectives.” “Expectations that others will be trustworthy and will take part in activities that benefit the group.”
Reciprocity	“I will help you because I know I will be helped when I need it.”
Networks and Connections	“Groups of people linked either by strong ties (as between friends) or by weak ties (as between acquaintances).”

Source: (Walker, Lewis, Lingayah, & Sommer, 2000)

Annex 7 – Economic value, Socio – Economic value and Social value



Source: (REDF , 2000)

Annex 8 – WISE criteria

Criteria
Production of goods and/or services to access market resources
High level of financial autonomy
Reasonable level of economic risk
Percentage of work done shall be paid by the entity resources
Initiative promoted by a group of citizens
Decision making processes shall not be based on capital ownership
Promotion of beneficiaries empowerment
Limitation for profit distribution
Objectives promoting and benefiting local communities

Source: (Perista & Nogueira)

Annex 9 – IPSS nature

Associative	Foundational
Associations of social solidarity	Foundations of social solidarity
Associations of voluntary social action	Social and parochial centres
Associations of mutual aid	Institutes of Religious Organisation
'Misericórdias'	

Source: (Social Security Institute, 2014)

Annex 10 – Key stakeholders in the social enterprise ecosystem

Role	Stakeholders
Governmental departments or institutions designing or implementing policy, support instruments and measures for social enterprises and infrastructures	<ul style="list-style-type: none"> • Ministry of Economy • Ministry of Solidarity, Employment and Social Security • ‘<i>Conselho Económico e Social</i>’ • ‘<i>Conselho Nacional para a Economia Social</i>’ • IAPMEI
Customers – authorities contracting social enterprises	<ul style="list-style-type: none"> • Local authorities (WISE)
Organisations promoting, certifying and awarding social business labels	<ul style="list-style-type: none"> • ‘<i>Instituto de Empreendedorismo Social</i>’ • ‘<i>Bolsa de Valores Sociais</i>’
Institutions, civil society initiatives or other social enterprises promoting social entrepreneurship education and training, and presenting role models	<ul style="list-style-type: none"> • ‘<i>Instituto de Empreendedorismo Social</i>’ • ‘<i>Bolsa de Valores Sociais</i>’ • SEA
Organisations that have the capacity to act as an observatory and to monitor the development and to assess needs and opportunities of social entrepreneurs/social enterprises	<ul style="list-style-type: none"> • ‘<i>Instituto de Empreendedorismo Social</i>’ • ‘<i>Bolsa de Valores Sociais</i>’
Providers of social enterprise start up and development support services and facilities (such as incubators)	<ul style="list-style-type: none"> • ‘<i>Fábrica de Startups</i>’ • Start-up Pirates • SEA
Business support providers	<ul style="list-style-type: none"> • ‘<i>Instituto de Empreendedorismo Social</i>’ • SEA
Facilitators of learning and exchange platforms for social enterprises	<ul style="list-style-type: none"> • ‘<i>Instituto de Empreendedorismo Social</i>’ • ‘<i>Empreendedorismo Social</i>’ • SEA

Social enterprise (support) networks, associations	<ul style="list-style-type: none"> • CASES • <i>‘Confederação Cooperativa Portuguesa’</i> • <i>‘Federação Nacional de Cooperativas de Solidariedade Social’</i> • SEA
Key providers of finance	<ul style="list-style-type: none"> • <i>‘Banco de Inovação Social’</i> • <i>‘Associação Nacional de Direito ao Crédito’</i>

Source: (European Commission, 2014)

Annex 11 – Social economy organisations fit with EU social enterprises

Dimension	Criterion	Cooperatives, especially social solidarity cooperatives	IPSS	Misericórdias	Mutuals	Foundations	Philanthropic associations	Regular enterprises with a social mission
Economic	Engagement in economic activity	Yes	Yes	Yes	Yes	Some	No, few	Yes
Social	Explicit and primary social aim	Yes (at least the social initiative cooperatives)	Yes, their aim is to give organized expression to the moral duty of solidarity and justice between individuals	Yes, being an IPSS	Yes, being an IPSS	Yes, being an IPSS	Yes, being an IPSS	Yes, but depends on definition of aim
Governance	Organisational autonomy from the State	Yes	Yes, created by private initiative, and without being administered by the State or a local government	Yes, being an IPSS	Yes, being an IPSS	Yes, being an IPSS	Yes, being an IPSS	Yes
	Defined rules on distribution of profits	Yes (*)	Yes, they are non-profit and therefore, the distribution of profits is forbidden	Yes, being an IPSS	Yes, being an IPSS	Yes, being an IPSS	Yes, being an IPSS	No, as social enterprises are not regulated
	Estimated number (2014 unless indicated otherwise)	<ul style="list-style-type: none"> • 3109 cooperatives (data from 2010). • 108 Social solidarity cooperatives 	5,099	344	98	234	3,309	NA
	Do they fit with the EU definition of social enterprise?	Only social solidarity cooperatives	Yes	Yes	Yes	Yes	Yes	Yes (if they accomplish all the requisites of the EU definition)

(*) Two distinct situations should be recognised: (i) “economic activity between the cooperative and its members” and (ii) “economic activity between the cooperative and non-members”. The former recognises positive outcomes as “surplus” while in the latter the Portuguese Law provides taxes and avoids profits distribution.

Source: (European Commission, 2014)

Annex 12 – Primary research

Primary data	Interviewees	No. of interviews
Face-to-face semi-structured interviews	Founder	2
	Beneficiaries	1
	Restaurants	1
	Volunteers	6
	Local church	2
	Corporate partner	1
Follow-up meetings	Re-food ‘Santa Maria Maior’	5
Total		18

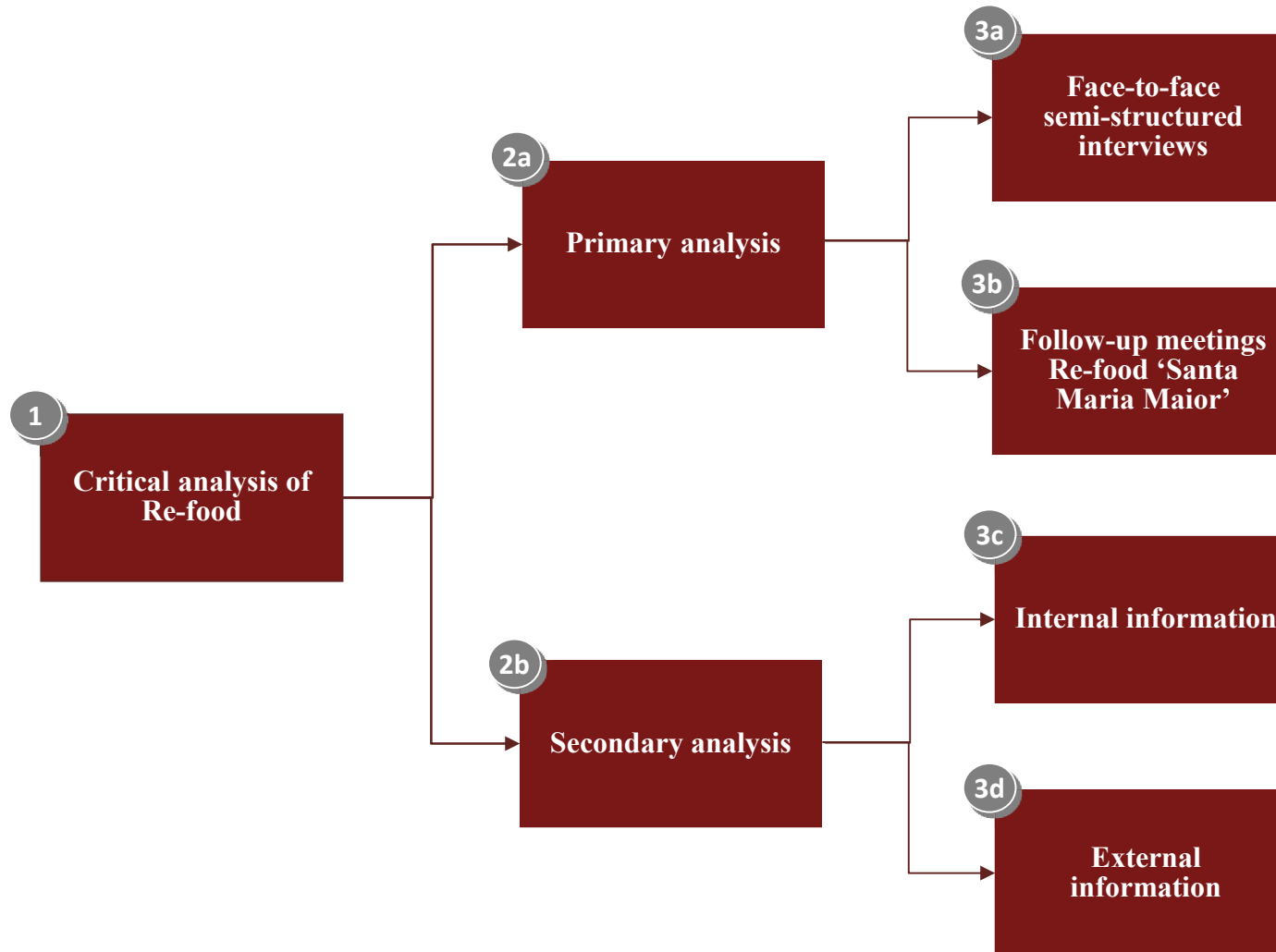
Source: My own analysis

Annex 13 – Secondary research

Secondary data	Description
Internal information	Management information provided by Re-food <ul style="list-style-type: none"> • Statistics on Re-food operational performance • Re-food directives and procedures • Re-food project presentation
External information	<ul style="list-style-type: none"> • Final Report on Poverty, Hunger and Homelessness Global Group –Portugal & Canada (ISCTE) • Re-food website

Source: My own analysis

Annex 14 – Methodology framework



Source: My own analysis

Exhibit 1 – Hunter Halder’s biography



Hunter Halder’s biography

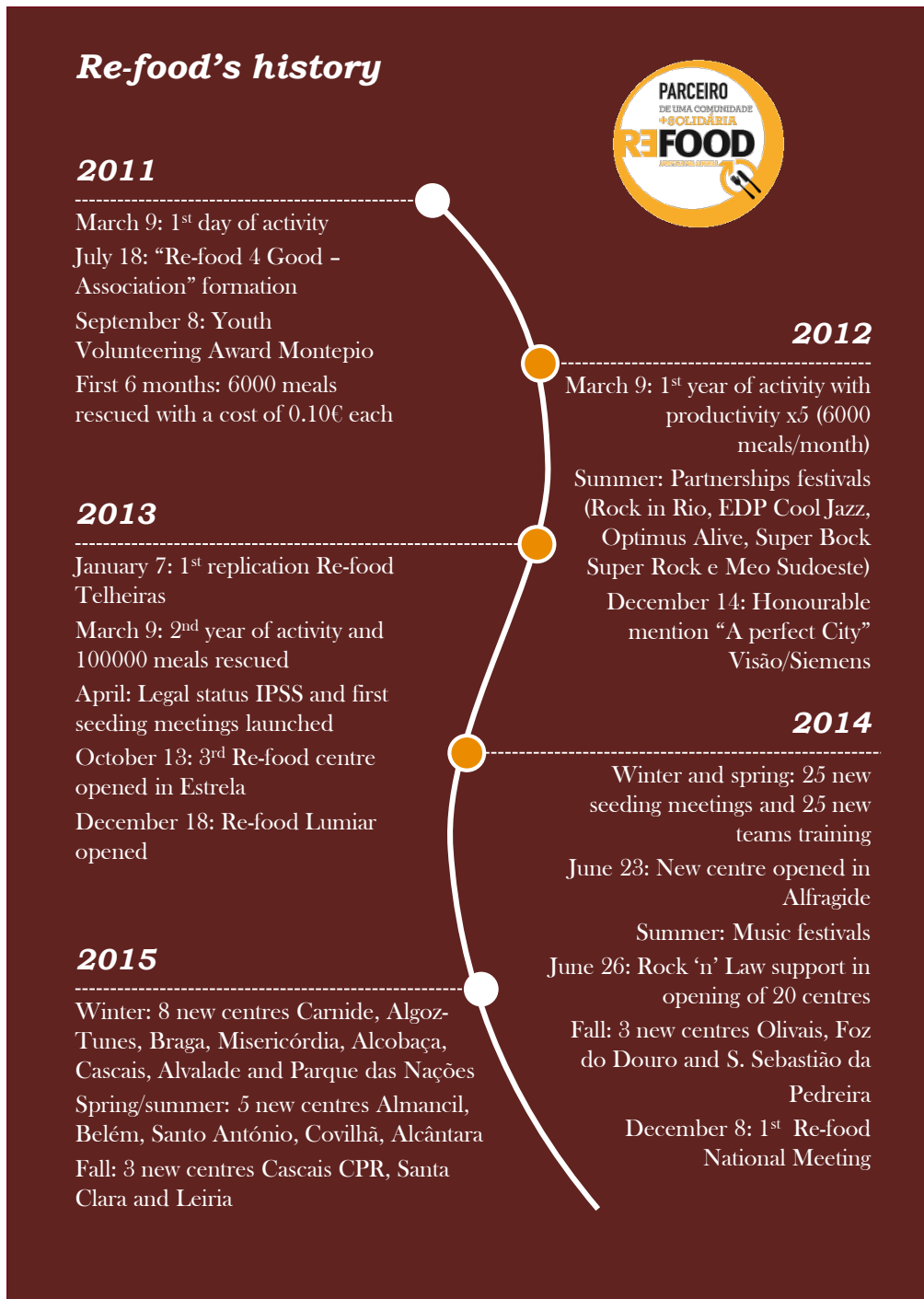
This 64-year-old American visionary graduated in History and Geography from East Carolina University in Greenville, North Carolina. In the US, he began to work as a “restaurant/night club owner”, then he worked as a concert promoter and he became a “demolition specialist” and obtained a senior position in the construction sector.

When he came to Portugal, he started as an English teacher and then he worked as a team builder responsible for developing and managing “formative and transformative teambuilding experiences – interventions focused on changing attitudes, behaviours and competencies.”

In Portugal, he decided to work on something different with the hope of “changing the world”. At that time, he became the founder and director of Inov8 which is “an incubator for humanitarian projects” and the first project developed was Re-food, in 2011. Other projects are expected.

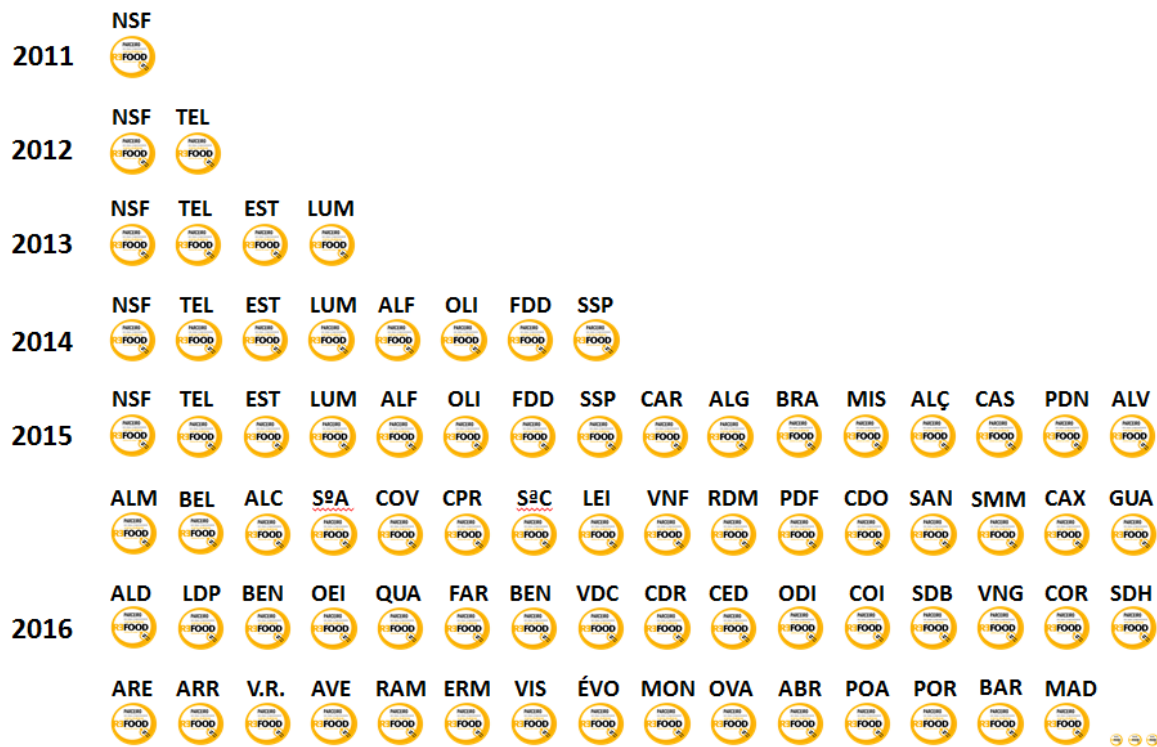
Source: (<http://lisboa.startuppirates.org/previous-edition/2nd-edition/entrepreneurs/>), last accessed on 20 November 2015

Exhibit 2 – Re-food’s history







Source: Re-food - Setembro de 2015.pdf

Exhibit 3 – Re-food centres annual growth (2011H-2016F)



Source: SMM Apresentaçãolite1.pptx

Exhibit 4 – Stages of development

N.S. de Fátima	Telheiras	Estrela	Centre
			
09/03/2011	06/01/2013	13/10/2013	Average
248 volunteers	184 volunteers	356 volunteers	262 volunteers
346/45 beneficiaries	148/273 beneficiaries	243 beneficiaries	245 beneficiaries
93 food sources	52 food sources	84 food sources	76 food sources
6720/8K meals/month	3135/8K meals/month	5346 meals/month	5067 meals/month
80640 meals/year	35116 meals/year	64152 meals/year	59969 meals/year
Large/Mature	Small/Mature	Large/Mature	Medium/Mature
4.5 years of service	2.8 years of service	2 years of service	Mature = 1 year
240000 meals	75000 meals	120000 meals	60000 meals

Source: SMM Apresentaçãolite1.pptx

Exhibit 5 – Historical performance of the first centre

Year	Months	Volunteers	Beneficiaries	Partners/Sources	Meals/year
NSF 2011	9	1-101	34-108	30	12362
NSF 2012	12	197	189	68	45360
NSF 2013	12	227	279	79	66900
NSF 2014	12	249	292	85	70080
NSF 2015	8*	274	330	97	79200

*Until August

Source: Estatísticas Re-food para REA.docx

Exhibit 6 – Re-food centres in full operation (2015)



Source: SMM Apresentaçãolite1.pptx

Exhibit 7 – Re-food performance evolution

Year	Centres	Volunteers	Beneficiaries	Meals/year
2011	1	101	108	12362
2012	2	289	227	48000
2013	4	813	423	110000
2014	8	1221	931	223440
2015	22	4000	2500	552000

Source: Estatísticas Re-food para REA.docx

Exhibit 8 – Micro local model



Source: Re-food_Competerencias de Gestão Nos Novos Núcleos.pdf

Exhibit 9 – Non-monetary guiding principles

Re-food's non-monetary principles		
Fundraising and financial support	Selling and commercial activities	Transparency and accuracy
<p>Re-food does not have “fundraising”</p> <p>Re-food can create opportunities for participating/donating, however these have to be “passive” and not “active” (a donations box in a visible place with a poster or explicit invitation is allowed while door to door campaign in the street “asking” is not allowed).</p> <p>Re-food does not ask a priori financial support or material to companies or other entities</p> <p>The project is presented and everyone in the community is invited to participate how best suits them by giving their time, the food leftovers, products, equipment or donations.</p>	<p>Re-food does not sell anything</p> <p>However, giving goods (freely) and accepting donations is allowed, without any return dynamic (donations freely offered). In this way it avoids setting up a “price” for any object.</p> <p>Re-food does not participate in commercial activities</p> <p>Re-food cannot be used for promoting any commercial activity or to sell any product. This will imply abdicating a few opportunities, however experience shows that some of them can be reformulated while others do not fit with Re-food’s attitude.</p>	<p>All donations and support have to addressed with transparency</p> <p>The Community Support managers (as well as the finance managers) have the responsibility to report the current economic reality in all the meetings of the centre.</p> <p>All donations and supports have to be treated with accuracy</p> <p>All donations, from entities or people, have to be registered in the centre accounts and the benefactors/patron; Upon request, they have the right to receive to a receipt.</p>

Source: D7 - APOIO DE COMUNIDADE E PARCERIAS.pdf

Exhibit 10 – Re-food operational premises



Source: Re-food in English.pdf

Exhibit 11 – Re-food operating model



Source: SMM Apresentaçãolite1.pptx

Exhibit 12 – Operating shifts

Work time	Activities
3 p.m. – 6 p.m.	Collection (Route A)
6:30 p.m. – 08:30 p.m.	Collection (Route B) + Preparation
7:30 p.m. – 9:30 p.m.	Distribution
8:30 p.m. – 10:30 p.m.	Collection (Route C)

Source: Formação_voluntários_v4.pdf