



Governance Plan

Hawkesbury Central Food Bank

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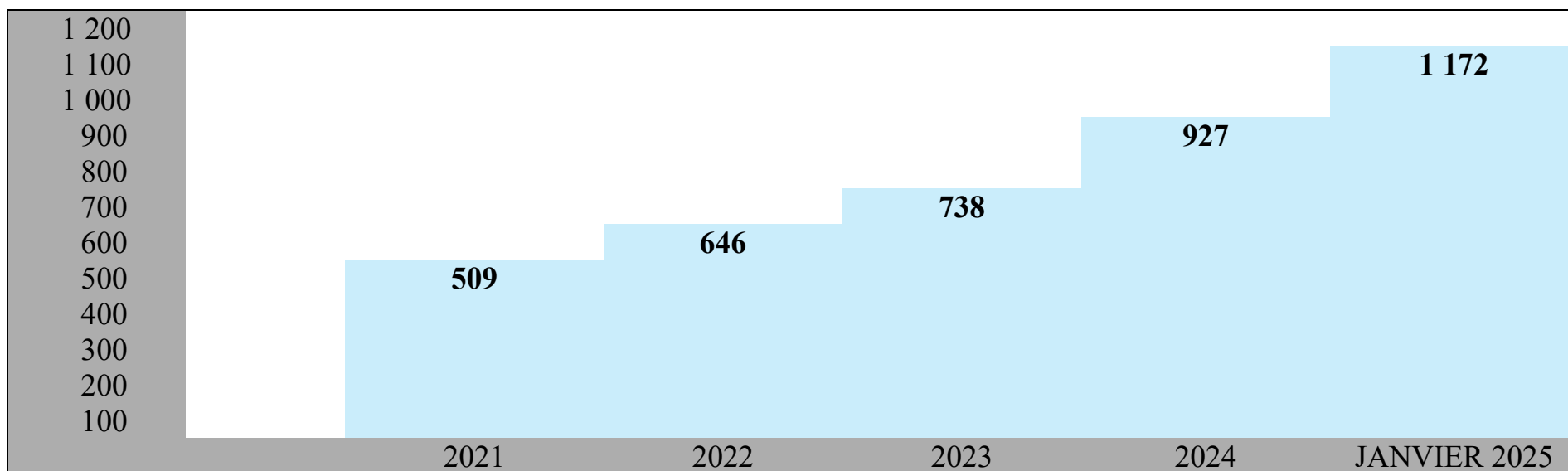
AGENDA

- • Welcome Remarks
- Reason for My Presence/Mandate
 - Standard of Excellence
 - Importance of complying with standards and regulations to maintain the food bank's status
 - Feed Ontario Standards
 - Code of Ethics and National Standards of Food Bank Canada's Standard of Excellence; certification by 2026
- Statistics – Hawkesbury Food Bank
 - Statistics from 2021 through January 2025
 - Economic Context
 - Newcomers
- Mission of the Hawkesbury Food Bank
 - Compliance
 - Bylaws and Regulations
 - Organizational Chart – see Appendix A
 - Board of Directors (meets every 6 to 7 weeks)
 - Executive Committee – Structure
 - Organizational Structure (meets twice a week)
 - Manager
 - Operational Structure

These rules must be periodically reviewed to ensure that the food bank's governance adapts to social, economic, and legislative changes. The goal is to ensure optimal and ethical management while meeting the needs of vulnerable populations.

Statistical Details :

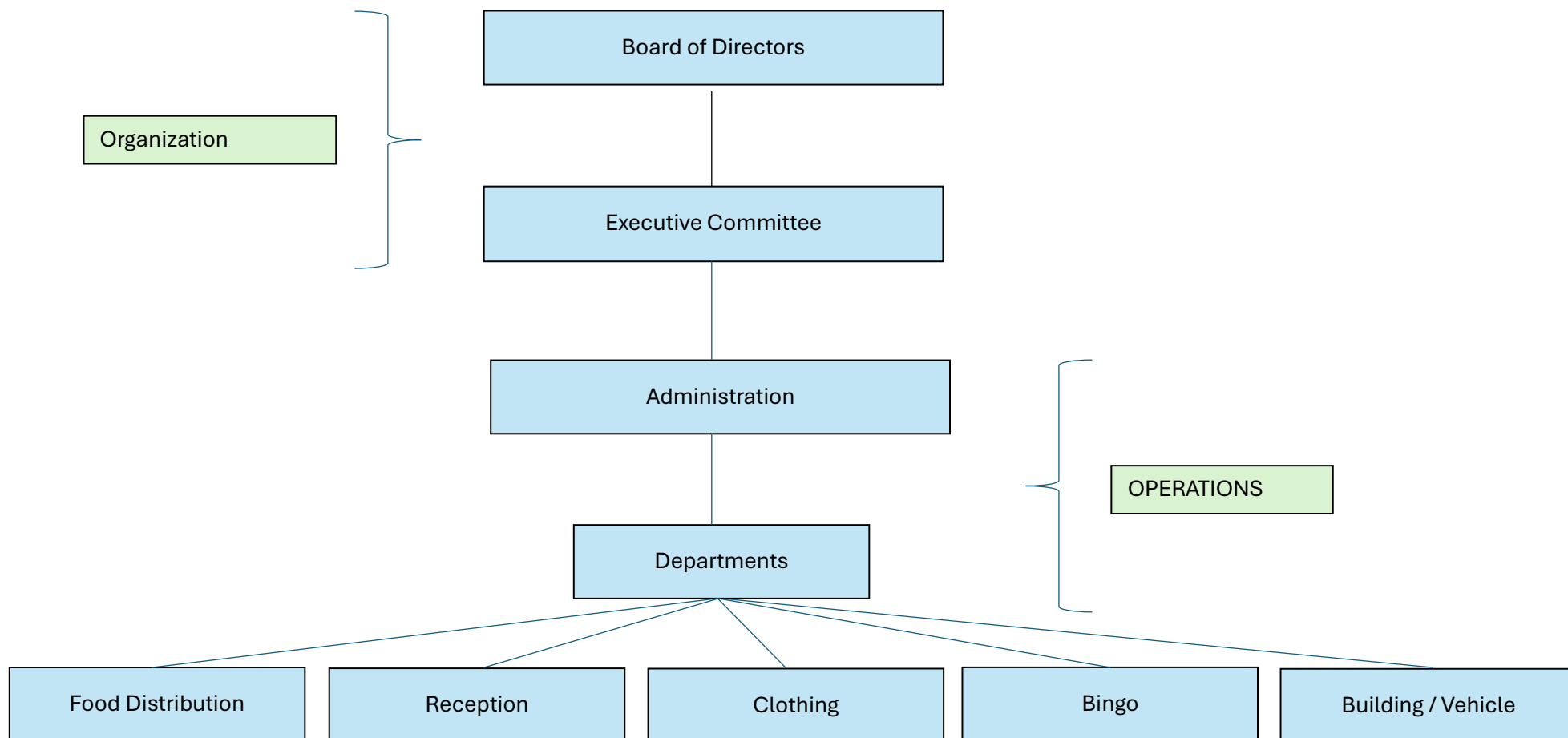
Number of persons who come to the Hawkesbury Central Food Bank every month.



Mission of the Hawkesbury Central Food Bank

To provide the residents of Hawkesbury with a resource center where clients can access food and other alternatives to provide short-term relief from hunger and long-term relief from poverty.





Operational Structure

Operational governance refers to the set of processes, structures, and mechanisms put in place to ensure the effective and responsible management of day-to-day activities within an organization. It refers to how decisions are made, how responsibilities are assigned, and how strategic objectives are translated into operational actions. It is essential for ensuring that day-to-day actions are aligned with the organization's long-term objectives. Governance within such an organization is essential for ensuring transparency, accountability, and effective resource management. Here are some key areas to consider when establishing appropriate governance guidelines:

1. Organization Structure (Reference with Statutes and Regulation document)

Operational Structure

2. Principles of Transparency and Responsibility

3. Code of Ethic and Values

4. Procedures and Policies

5. Volunteer Involvement

6. Risk Management

7. Collaboration with Partners

8. Communication and et Awareness

9. Follow-up and Assessment

1. Organizational Structure (Reference to the document Statutes and Regulations)

- **Board of Directors:** A board of directors composed of competent, diverse, and committed individuals. It could include members from the social, food, logistics, and financial sectors.
- **Executive Committee:** A committee composed of the organization's leadership to make decisions on day-to-day matters presented by the manager.
 - **Responsibilities:** Clearly define the roles and responsibilities of each member of the governing body.

2. Principles of Transparency and Accountability

- **Financial Reports:** The food bank must report regularly by publishing detailed financial reports (balance sheets, income statements, etc.) to ensure sound and transparent management.
 - **Internal and External Audits:** Implement regular audits (internal and external) to ensure management complies with best practices.
 - **Access to Information:** All stakeholders (volunteers, donors, partners) must have access to relevant information about the food bank's operations.
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a) Principle of Financial Transparency

Principles:

- **Clear and Accessible Financial Statements:** The food bank regularly publishes detailed financial reports (balance sheets, income statements, cash flow statements) that are accessible to all stakeholders (donors, beneficiaries, partners, etc.).
- **External Auditing:** The financial statements are audited by external experts to ensure rigorous management of funds.
- **Expenditure tracking:** The food bank implements a transparent system for tracking allocated funds, specifying the use of each donation or grant.

Concrete actions:

- Organizing an annual general meeting where financial reports are presented and discussed.
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b) Transparency Regarding Activities and Mission

Principles:

- **Regular Communication:** The organization communicates regularly and in an accessible manner about its activities, ongoing projects, objectives, and results. This includes updates on fundraising campaigns, food distributions, and partnerships.

- **Access to Information About Beneficiaries:** Aggregate information (such as the number of beneficiaries, types of assistance, etc.) is shared regularly without compromising the confidentiality of the individual's receiving assistance.
- **Use of food:** The origin and traceability of the food products distributed are clear to all partners and beneficiaries.

Concrete actions:

Information compiled through Linked to Feed

c) Accountability to Stakeholders

Principles:

- **Management Accountability:** The food bank's management is responsible for implementing the policies established by the Board of Directors and regularly reports on progress toward objectives.
- **Ethical Resource Management:** The food bank ensures the responsible management of resources, including funds, food, and staff.
- **Respect for Recipients:** The food bank is committed to respecting the dignity and confidentiality of recipients throughout the assistance process.

Concrete Actions:

- Preparation of quarterly management reports for the Board of Directors and key stakeholders.
- Implementation of feedback mechanisms for beneficiaries (satisfaction surveys, suggestion box).

d) Accountability to Donors

Principles:

- **Reports on the Use of Donations:** The food bank provides reports detailing how donations were used (amount of food distributed, number of beneficiaries, associated costs, etc.).
 - **Ensuring the integrity of donations:** Funds and resources received must be used exclusively for the organization's objectives (food assistance, awareness-raising, etc.).
 - **Fulfilling commitments:** Promises made to donors must be kept (for example, allocating funds for specific purposes).

Specific Actions:

- Send detailed reports to major donors and publish these reports on the website.
 - Organize meetings or events with donors to share successes and challenges.
 - Send a thank-you letter with statistics (donations of \$1,000 or more)
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e) Responsibility for Legal and Ethical Compliance**Principles:**

- **Compliance with Laws and Regulations:** The food bank complies with all applicable laws and regulations (tax, health, food safety, personal data privacy, etc.).
- **Commitment to Ethical Practices:** The food bank implements a code of ethics that applies to all stakeholders (employees, volunteers, partners). This code must ensure fair and transparent practices in the collection, management of resources, and distribution of food.
- **Non-discrimination:** The food bank is committed to providing assistance without discrimination based on gender, origin, religion, social status, etc.

Concrete Actions:

- Training employees and volunteers on legal and ethical standards.
 - Establishing an ethics committee to monitor and advise the organization to ensure compliance with these principles.
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f) Responsibility for Social and Environmental Impact

Principles:

- **Impact Assessment:** The food bank regularly assesses the impact of its actions on beneficiaries, the community, and the environment. This helps measure the effectiveness of programs and adjust actions to improve outcomes.
- **Commitment to Sustainability:** The organization strives to reduce its environmental footprint (e.g., food waste management, reduction of food waste, selection of environmentally responsible partners).

Concrete Actions:

- Establishment of social and environmental performance indicators (e.g., reduction in food waste, number of meals distributed).
 - Annual report on the social and environmental impact of the food bank's activities, accessible to all stakeholders.
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g) Monitoring and Internal Control Mechanisms

Principles:

- **Rigorous internal controls:** The food bank implements strict internal controls to prevent management errors and misuse. These controls must include audit processes, inventory management, and procedures for verifying donations.
- **Performance monitoring:** The organization establishes mechanisms to monitor the effectiveness of its actions and to ensure the quality of services provided to beneficiaries.

Concrete Actions:

- Regular monitoring of performance indicators (efficiency of distributions, beneficiary satisfaction, efficiency of collections).
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Conclusion

The principles of transparency and accountability must be integrated into all aspects of the food bank's operations. By adopting these principles, the organization strengthens the trust of its donors, partners, and beneficiaries, while ensuring that its actions are carried out in an ethical, effective, and sustainable manner. The implementation of monitoring, oversight, and communication tools helps ensure that these objectives are achieved.

3. Code of Ethics and Values

This Code of Ethics and Values set forth the fundamental principles that guide our conduct, decisions, and actions within the food bank. We are committed to acting responsibly, respectfully, ethically, and transparently in all our activities, whether they involve collecting and managing food resources or interacting with our partners and beneficiaries.

- **Non-discrimination:** The food bank must ensure that resources are distributed fairly and without discrimination. A code of ethics may be established to uphold this principle.
- **Commitment to solidarity:** Promote a culture of mutual aid and solidarity with people in need.
- **Data protection:** Respect the privacy of recipients and donors.

a) Respect for Human Dignity

- **Principle:** We are committed to treating all people with dignity, respect, and fairness, regardless of gender, background, beliefs, age, social status, or disability.
- **Application:** Our actions, particularly during food distribution, must always preserve the dignity of recipients. Volunteers and staff must always act respectfully toward all individuals.

b) Solidarity and Social Inclusion

- **Principle:** We believe in the importance of solidarity and social inclusion. The food bank exists to help people facing food insecurity, particularly those who are vulnerable and marginalized.
 - **Implementation:** We make it a point of honor to provide assistance without discrimination and to create inclusive spaces for people from all communities and backgrounds. We encourage the active participation of beneficiaries, whenever possible, in our initiatives.
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c) Transparency and Accountability

- **Principle:** We act transparently and with integrity, and we are accountable for the management of our resources.
 - **Implementation:** We ensure that we provide clear and accessible information on the use of funds and food supplies, as well as on the results of our actions. We regularly publish financial reports and activity reports to ensure full transparency toward our donors, partners, and beneficiaries.
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d) Integrity and Ethics in Resource Management

- **Principle:** We manage all resources (financial, human, and food) with integrity, ensuring their optimal use and in accordance with ethical principles.
 - **Implementation:** We avoid any conflicts of interest, commit to complying with applicable laws and regulations, and manage donations and funds effectively. We also ensure the traceability of food products and their compliance with health and safety standards.
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e) Commitment to the Environment

- **Principle:** We are responsible for the environmental impact of our activities and strive to reduce our ecological footprint.
 - **Implementation:** We prioritize sustainable practices, such as reducing food waste and managing waste responsibly. We also encourage efforts to reduce our carbon footprint in our operations, including the collection, storage, and distribution of food.
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f) Respect for Confidentiality and Personal Data

- **Principle:** We respect the confidentiality of the personal information of beneficiaries, donors, partners, and volunteers.
- **Implementation:** Data collected in the course of our activities (beneficiary records, donor information, etc.) is handled confidentially and securely. We are committed to complying with laws regarding the protection of personal data.

g) Excellence and Efficiency

- **Principle:** We constantly strive to improve our methods and achieve standards of excellence in our work to maximize the impact of our missions.
 - **Application:** We implement regular evaluation processes for our work to identify areas for improvement and optimize our practices. We also promote ongoing training for our volunteers and staff to ensure high-quality service.
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h) Collaboration and Teamwork

- **Principle:** We believe in the importance of collaboration among all members of the organization (employees, volunteers, partners) to fulfill our mission.
 - **Application:** We encourage open communication, cooperation, and mutual respect within our organization. Teamwork is a fundamental pillar of the success of our collective mission.
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i) Social Responsibility and Community Engagement

- **Principle:** We are committed to being a responsible member of the community and to supporting local initiatives aimed at combating poverty and social exclusion.
 - **Implementation:** We collaborate with other civil society organizations, businesses, and public institutions to maximize our impact. We also seek to raise awareness and involve the community in our efforts (fundraisers, awareness-raising events, etc.).
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j) Combating Fraud and Abuse

- **Principle:** We are committed to preventing and combating all forms of fraud and abuse within the organization.
- **Implementation:** We have implemented strict procedures to prevent internal and external misconduct. Reporting of abuse or inappropriate behavior is encouraged, and corrective measures are taken to maintain the integrity of the organization.

k) Commitment of All Members

This Code of Ethics and Values apply to all members of the food bank, whether they are volunteers, employees, or partners. Each individual is responsible for upholding these principles and actively contributing to their implementation. Any violation of this Code may result in disciplinary action, including termination of involvement with the organization.

Conclusion

I propose that, by signing this Code of Ethics and Values, every member of the food bank commit to upholding and promoting the principles that guide our work. We believe these values are essential to ensuring the long-term sustainability of our mission and strengthening the trust of our beneficiaries, donors, and the community.

Signature

The Code of Ethics and Values must be signed by all members of the organization upon joining (employees, volunteers, etc.) to ensure that they are familiar with the principles and commit to upholding them.

4. Procedures and Policies

The Food Bank's internal procedures and policies establish the rules of conduct and processes to be followed in the course of our activities. The goal is to ensure rigorous, transparent, and ethical management of resources, as well as to effectively meet the needs of our beneficiaries.

- **Selection of Beneficiaries:** Establish clear criteria for the allocation of food aid, ensuring fairness.
 - **Inventory Management:** Establish specific rules for managing food inventories (quality, safety, traceability).
 - **Partnerships:** Establish clear agreements with donor partners and other partner organizations.
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a) Donation Collection Policy

Objective:

To ensure the transparent, ethical, and effective collection of food and financial donations.

Procedures:

i. Food Drive:

- o **Collection Procedure:** Food drives can be organized through partnerships with supermarkets, businesses, and schools, or through public events. Volunteers must be trained in food handling and in verifying product quality (expiration dates, intact packaging, etc.).
- o **Collection Report:** A written report must be prepared for each collection, including the number of kilograms or items collected, the collection locations, and the donors.

ii. Financial Collection:

- o **Transparency of Funds:** Each fundraising effort (online donations, fundraising events, etc.) must include clear communication regarding the use of the funds.
 - o **Acknowledgment:** An acknowledgment must be sent to each donor within 7 days of receiving the donation.
 - o **Following of Funds:** Funds raised must be used in accordance with the objectives defined in the fundraising campaign. A detailed financial report will be shared with donors at the end of each year.
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b) Food Distribution Policy

Objective:

To ensure fair, efficient, and respectful distribution to beneficiaries.

Procedures:

i. Eligibility Criteria:

- o Recipients must complete a registration form to provide basic information. No sensitive information will be requested, in order to respect individuals' privacy and dignity.
- o Recipients are selected based on objective criteria such as income level, number of dependents, or other criteria determined by local food assistance policy.

ii. Gestion des stocks :

- o **Storage procedure:** Food items must be stored in accordance with strict hygiene standards, maintaining the proper storage temperatures for each type of product.
- o **Regular inventory:** An inventory of food supplies must be conducted monthly to ensure the quality and quantity of the food items.
- o **Regularity of distributions:** Distributions must take place at regular intervals, according to a schedule established in advance and communicated to the recipients.

iii. Equitable Distribution:

- o **Distribution Procedure:** During each distribution, the food items are divided equally among the recipients, based on the number of people per household.
 - o **Management of Surplus Inventory:** If there are surplus food items that have not been distributed, they must be donated to partner organizations or redistributed during the next collection.
 - o **Hours of Operation**
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c) Volunteer Management Policy

Objective:

To ensure transparent, respectful, and effective management of volunteers.

Procedures:

i. Volunteer Recruitment:

o Selection Process: Volunteers are recruited through an application form and an individual interview to ensure that they share the organization's values.

Background Check: All volunteers must undergo a criminal background check, particularly those who come into contact with vulnerable beneficiaries.

ii. Volunteer Training:

o Initial Training: Before becoming involved, volunteers must complete an introductory training session on the Food Bank's missions, inventory management, food safety, and the handling of beneficiaries' personal data.

o Ongoing Training: Periodic training sessions must be organized to update volunteers' knowledge and raise their awareness of ethical issues.

iii. Monitoring and Evaluation:

o Assessment of Volunteer Engagement: Regular monitoring of volunteer engagement is conducted. Feedback must be collected on their experience in order to improve the volunteer program.

o Volunteer Recognition: A recognition system (certificates, appreciation events) must be implemented to acknowledge the work of volunteers.

d) Food Safety and Hygiene Policy

Objective:

To ensure the safety of distributed food and compliance with hygiene standards.

Procedures:**i. Health and Safety Checks:**

- o Food Inspection: Before acceptance, each food donation must be inspected to ensure it meets safety standards (intact packaging, valid expiration dates).
- o Cleaning and Disinfection: All storage and distribution areas must be cleaned and disinfected regularly. Cleaning procedures must be outlined in a weekly cleaning schedule.
- o Hygiene Training: All volunteers and staff must undergo training on good hygiene and food safety practices.

ii. Management of Perishable Products:

- o **Inventory Rotation:** A “first-in, first-out” (FIFO) system must be used to ensure that the oldest products are used first.
 - o **Management of Undistributed Products:** Products that cannot be distributed due to expiration or poor condition must be disposed of in a safe and ethical manner (composting, donations to food recovery organizations, etc.).
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e) Space Management Policy**Objective:**

To ensure, through authorization and clear, respectful communication, that the necessary space is allocated for food items versus the store (donors, volunteers, beneficiaries, partners, and the public).

Procedures:**Internal communication:**

- o Follow-up on the lease of the premises
 1. Rent effective April 1, 2021, for 7 years, with a second term of 2 years
 2. One-third of the space is allocated to clothing and two-thirds to food items
 3. Unauthorized use of Town-owned space (special permission)
 - o Regular meetings must be held to ensure effective communication among all stakeholders
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f) Communication and Public Relations Policy

Objective:

To ensure clear, ethical, and transparent communication with stakeholders (donors, volunteers, beneficiaries, partners, and the public).

Procedures :

i. Internal Communication:

- o Regular meetings should be held to ensure effective communication among staff, volunteers, and partners.
- o **Newsletters:** Newsletters should be sent periodically to all stakeholders, providing information about upcoming events, achievements, and the food bank's urgent needs.

ii. Public and Media Relations:

- o **Reputation Management:** The Food Bank is committed to providing accurate and verified information during interactions with the media. All press releases and public statements must be approved by management.
 - o **Respect for Beneficiaries' Privacy:** No personal details about beneficiaries will be shared in public communications without their explicit consent.
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g) Compliance and Risk Management Policy

Objective:

To ensure legal and ethical compliance in all Food Bank operations.

Procedures:

i. Legal Compliance:

- o **Compliance with Laws:** The organization must comply with all local, national, and international laws regarding fundraising, food distribution, data protection, and volunteer work.
- o **Regulatory Monitoring:** A legal monitoring system must be established to ensure compliance with new legislation that could affect operations.

ii. Risk Management:

- o **Risk Assessment:** A risk assessment process must be conducted annually to identify potential risks (financial, food-related, legal, etc.) and implement corrective actions.
 - o **Contingency Plan:** An emergency plan must be developed to address any unforeseen situations (food shortages, health crises, etc.).
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Conclusion

This document outlines the procedures and policies necessary for the effective, ethical, and transparent management of the Food Bank's operations. All stakeholders are encouraged to follow these procedures to ensure the quality of services and adherence to the organization's core values.

5. Volunteer Involvement

Volunteers play an essential role in the smooth operation of the Food Bank. Their dedication, time, and skills directly contribute to the organization's mission, which is to ensure access to food for people in need. This model aims to clarify volunteers' expectations, responsibilities, and commitments, while providing a supportive and ethical environment.

- **Volunteer Policy:** Develop a volunteer policy that outlines their responsibilities and rights. Provide training for volunteers to ensure optimal resource management.
 - **Recognition and Appreciation:** Implement practices to recognize and appreciate volunteers' commitment.
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a) Objectives of Volunteer Engagement

Volunteer engagement aims to:

- **Support food collection and distribution operations** in a way that is efficient, compassionate, and respectful of recipients.
 - **Strengthen community solidarity** by involving citizens in concrete actions to support the most vulnerable.
 - **Promote the integration of volunteers** through training and enriching experiences that connect them to the organization's mission.
 - **Ensure transparent and ethical volunteer management** by providing clear coordination and regular feedback on their involvement.
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• b) Volunteer Recruitment

Recruitment Criteria:

- **Shared Values:** Volunteers must embrace the Food Bank's values, namely respect, solidarity, fairness, and community engagement.
- **Skills and Interests:** Depending on the specific needs of the Food Bank (food drives, inventory management, distribution, communications, etc.), volunteers will be selected based on their skills, experience, or willingness to learn.
- **Commitment to confidentiality and ethical standards:** Volunteers agree to comply with internal policies, respect the confidentiality of recipients, and not use their position for personal gain.

Recruitment Process:

- 1) **Application Form:** Candidates must complete a form detailing their skills, motivations, and availability.
 - 2) **Selection Interview:** An individual interview is conducted to assess the candidate's motivation and skills.
 - 3) **Background Check:** Depending on the tasks to be performed, a criminal background check may be conducted, particularly for those in direct contact with beneficiaries.
 - 4) **Written Commitment:** Upon acceptance, each volunteer signs a volunteer agreement formalizing their commitment to upholding our values, internal rules, and procedures.
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c) Volunteer Training and Support

Initial Training:

Before beginning their duties, volunteers must complete an introductory training session, which includes:

- **Introduction to the Food Bank:** Objectives, missions, values, and general operations.
- **Roles and responsibilities of volunteers:** Clarification of tasks and expectations.
- **Food safety training:** Best practices for hygiene and food handling.
- **Respecting beneficiary confidentiality:** Raising awareness about the protection of personal data and information related to beneficiaries.

Continuing Education:

Regular training sessions should be organized to:

- **Keep staff up to date** on new practices, laws, and regulations (e.g., food safety, fundraising laws, etc.).
- **Build skills:** For example, in inventory management, communication, or team management.

Volunteer Follow-Up and Support:

- **Regular Meetings:** Regular meetings or informal check-ins allow us to gather volunteers' feedback and identify their needs.
 - **Volunteer Supervision and Management:** A volunteer manager or coordinator is appointed to supervise, guide, and provide day-to-day support.
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d) Volunteer Roles and Responsibilities

Volunteers can contribute to various areas of the organization. Here are some typical roles:

i) Fundraising

- **Preparing fundraising events:** Assisting with organization and logistics (setup, signage, preparing materials).
- **Participating in on-site fundraising:** Welcoming and guiding donors, collecting food or funds.
- **Communicating with the public:** Raising public awareness of the Food Bank's goals, distributing brochures or information.

ii) Inventory Management

- **Receiving food donations:** Verifying the quality and quantity of donated items.
- **Storing food:** Organizing items in storage areas in accordance with health standards.
- **Inventory management:** Tracking and monitoring stock levels.

iii) Distribution to Recipients

- **Preparing food baskets:** Assembling food items based on recipients' needs.
- **On-site distribution:** Welcoming recipients, handing out food items, and ensuring respectful and discreet service.
- **Assisting with queue management:** Organizing recipients in an orderly and fair manner.

iv) Awareness and Communication

- **Organizing awareness campaigns:** Assisting with the creation of content (posters, social media, events) to inform the public about the Food Bank's mission.
 - **Managing relationships with donors and partners:** Assisting with relationship management and communicating specific needs.
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e) Volunteer Commitment

Duration of Commitment:

Volunteers commit for a fixed period (e.g., a specific event, a specific collection or distribution period), or for an indefinite period depending on the volunteer's availability and willingness.

Availability and Scheduling:

- Volunteers must indicate their availability so that the organization can assign them to specific tasks.
- A calendar of the Food Bank's events and activities is provided to volunteers to help them manage their time.

Volunteers agree to abide by the following rules of conduct:

- **Respect for Recipients:** Treat each recipient with dignity, respect, and discretion.
 - **Confidentiality:** Do not disclose personal information about recipients, donors, or the Food Bank's activities.
 - **Ethical conduct:** Adhere to the Food Bank's standards of conduct, particularly regarding non-discrimination, respect for diversity, and fairness.
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f) Recognition and Appreciation of Volunteers

Formal recognition:

- **Volunteer certificate:** An official certificate may be issued to volunteers at the end of their assignment, attesting to their commitment.
- **Appreciation events:** Events (dinners, appreciation evenings) may be organized to thank volunteers for their time and contributions.

Highlighting Your Experience:

- **References and Recommendations:** The Food Bank can provide letters of recommendation for volunteers who wish to highlight their experience in other professional settings.
 - **Personal Development Opportunities:** Volunteers can benefit from training and transferable skills (project management, leadership, teamwork).
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g) Policy on Withdrawal or Termination of Volunteer Assignments

Withdrawal Procedure:

- A volunteer may withdraw from their involvement at any time by notifying the volunteer coordinator within a reasonable timeframe (for example, two weeks in advance).
- An exit interview may be offered to gather feedback on the volunteer's experience and improve the organization's practices.

Honoring Commitments:

Even in the event of withdrawal, each volunteer is asked to respect the integrity of the organization and the confidentiality of any information handled during their volunteer service.

Conclusion

Volunteer involvement is essential to the success of the Food Bank's mission. By following this model, we ensure a structured, respectful, and rewarding management approach for all volunteers. In this way, they become key players in the fight against food insecurity and a fundamental pillar of our organization.

6 Risk Management

Risk management is essential to ensuring the sustainability and effectiveness of the Food Bank's operations. This process aims to identify, assess, and mitigate the risks associated with all of the organization's activities, including the collection, storage, and distribution of food, volunteer management, and legal compliance.

- **Business Continuity Plan:** Establish measures to address unforeseen events (logistical disruptions, public health crises, etc.).
 - **Risk Assessment:** Identify specific risks (e.g., food shortages, food safety, etc.) and develop measures to address them.
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a) Risk Management Objectives

- **Ensure food security for beneficiaries by guaranteeing the quality and safety of distributed food.**
 - **Prevent incidents or accidents that could endanger the health and safety of volunteers, beneficiaries, and other stakeholders.**
 - **Comply with applicable laws and regulations, particularly regarding food safety, data protection, and financial management.**
 - **Prepare the organization to respond to crises (supply disruptions, natural disasters, health crises, etc.).**
 - **Ensure business continuity in the event of a major disruption or significant incident.**
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b) Risk Identification

Types of risks to identify:

i. Food-related risks:

- o **Poor product quality:** Expired or improperly stored food.
- o **Food contamination:** Issues related to hygiene, food safety, or food handling.
- o **Stock shortages:** Insufficient donations or funding to meet beneficiaries' needs.

ii. Operational risk:

- o **Logistical problems:** Difficulties related to the transportation, storage, or distribution of food products.
- o **Equipment failure:** Breakdowns of refrigerators, storage equipment, vehicles, or other essential equipment.
- o **Regulatory non-compliance:** Failure to comply with laws regarding food safety, data protection, or donation management.

iii. Human Resources Risks:

- o **Accidents or injuries to volunteers:** Risks associated with physical labor during collection, storage, or distribution.
- o **Psychosocial risks:** Stress or distress among volunteers, particularly in a humanitarian context.

iv. Financial risk:

- o **Theft or fraud:** Theft of funds, misappropriation of donations, mismanagement of finances.
- o **Cash flow problems:** Insufficient funds to cover operations or raw material needs.

v. Reputational risk:

- o **Mismanagement of relationships with donors and beneficiaries:** Lack of transparency or poor communication.
- o **Allegations of discrimination:** Lack of fairness or respect toward certain groups of beneficiaries.

vi. Environmental risk:

- o **Natural disasters:** Floods, storms, or other events affecting inventory, logistics, or infrastructure.
 - o **Waste management issues:** Mismanagement of expired products or food waste.
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c) Risk Assessment**Assessment Methods:****i. Impact and Probability:**

- o **Impact:** Assess the potential consequences of a risk (on health, safety, reputation, the organization's sustainability, etc.).
- o **Probability:** Estimate the likelihood that each risk will occur (low, medium, high).

ii. Risk Matrix: A matrix is used to rank risks by priority level by combining impact and probability:

- o **High Risk:** High impact, high probability (to be addressed as a priority).
 - o **Moderate risk:** Low to moderate impact, low to moderate probability (to be monitored).
 - o **Low risk:** Low impact, low probability (to be addressed if necessary).
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d) Risk Mitigation Strategies

i. Food Risks:

- **Product Quality Control:** Implement rigorous controls at every stage of the collection, storage, and distribution chain. Regularly inspect products to verify their condition, labeling, and expiration dates.
- **Inventory Management Plan:** Implement a FIFO (First In, First Out) system to prevent food waste. Maintain a regular and detailed inventory.
- **Training for Staff and Volunteers:** Train all personnel on best practices for food safety and hygiene, particularly regarding the storage and handling of food.

ii. Operational Risks:

- **Effective logistics planning:** Anticipate transportation and warehousing needs. Maintain a stock of backup vehicles and equipment to ensure business continuity in the event of a failure.
- **Equipment Inspection:** Implement a maintenance plan to ensure that equipment (refrigerators, vehicles, etc.) operates properly.
- **Updating Procedures:** Define clear procedures for receiving donations, storing, and distributing products.

iii. Human Risks:

- **Volunteer Insurance:** Purchase insurance that covers accidents and injuries related to volunteer activities.
- **Volunteer Well-being Management:** Create a positive work environment and prevent psychosocial risks by organizing opportunities for social interaction, recognition, and psychological support.
- **Ongoing Training:** Provide volunteers with regular training on best practices and the specific risks associated with their tasks.

iv. Financial Risks:

- **Regular financial audits:** Conduct internal and external audits to ensure transparency regarding funds raised and used.
- **Internal controls:** Implement strict financial control procedures, including cash balance checks, cash flow monitoring, and periodic financial reports.
- **Diversification of Funding Sources:** Avoid relying on a single source of funding. Seek to diversify donations (individuals, businesses, grants).

v. Reputational Risks:

- **Transparent Communication:** Ensure regular and clear communication with stakeholders (donors, beneficiaries, media) regarding the Food Bank's activities.
- **Compliance with Ethical Standards:** Implement a policy against discrimination and in support of beneficiaries' dignity and ensure fair and non-stigmatizing distribution.
- **Complaint Management:** Establish a complaint management system to respond quickly and effectively to the concerns of beneficiaries and volunteers.

vi. Environmental Risks:

- **Natural Disaster Continuity Plan:** Develop emergency measures to protect inventory in the event of extreme weather events.
- **Waste Management:** Implement recycling and food waste management systems in partnership with specialized companies.

e) Risk Monitoring and Review

- **Ongoing Monitoring:** Each department head (logistics, human resources, finance, etc.) must regularly assess risks within their area and report any new threats or opportunities for mitigation.
- **Annual Review:** The risk management strategy must be reviewed annually to account for changes in internal and external risks, lessons learned, and regulatory changes.
- **Updating the Risk Management Plan:** An updated risk management plan will be communicated to all team members, volunteers, and partners so that they are informed of new procedures and practices.

Conclusion

Risk management is a dynamic process that is essential to the safety, sustainability, and effectiveness of the Food Bank's operations. By proactively identifying, assessing, and addressing risks, the organization can not only prevent potential threats but also strengthen the trust of donors, volunteers, and recipients, while maximizing its impact on the community.

7. Collaboration with Partners

The Food Bank relies on a network of partners to fulfill its mission of distributing food to people in need. A well-established collaboration with these partners is essential to ensure the effectiveness of operations, guarantee a diverse range of resources, and strengthen the organization's overall impact. Establish the principles and best practices to follow in order to build and maintain strong, sustainable partnerships.

- **Transparency with Donors:** Implement regular reporting to donors and partners so they can track the impact of their contributions.
- **Public and Private Partnerships:** Foster collaborations with local institutions, businesses, nongovernmental organizations, and public authorities to maximize impact.

Model for Collaboration with Partners for the Food Bank

a) Objectives of Collaboration with Partners

- **Optimize resources:** Ensure a diverse range of funding sources and food collection channels, as well as the supply of high-quality food.
 - **Strengthen local and regional impact:** Improve the efficiency of distribution operations by collaborating with local stakeholders and better addressing the specific needs of vulnerable populations.
 - **Support social missions:** Better address the challenges of food insecurity by partnering with organizations that have a complementary social mission.
 - **Share best practices and resources:** Encourage the exchange of knowledge, technologies, and practical solutions to improve the efficiency of operations.
-

b) Types of Partners

- Food Bank partners can be classified into several categories, each playing a specific role in the food aid value chain.
 - Food Suppliers:**
 - **Local producers, wholesalers, and distributors:** Provide food items for food drives or direct purchases.
 - **Supermarkets and retailers:** Participate in food drives or donate unsold but still edible products.

ii. Institutional partners:

- o **Local governments and public agencies:** Provide support in the form of funding, logistical resources, or infrastructure for operations.
- o **Regulatory bodies and food safety agencies:** Ensure compliance with standards and regulations regarding food safety and inventory management.

iii. Community and Social Partners:

- o **Solidarity organizations:** Collaborate to distribute food, organize fundraising events, or provide support to beneficiaries.
- o **Charitable organizations and NGOs:** Pool resources to support broader social initiatives.

iv. Financial partners:

- o **Sponsors, companies, and foundations:** Provide funding or in-kind donations (equipment, services, facilities).
- o **Financial institutions:** Provide support through loans or grants specifically for food aid projects.

v. Logistics Partners:

- o **Carriers and logistics companies:** Provide expertise and services in the transportation and storage of food.
- o **Storage providers:** Partners for managing warehouses, refrigerated storage, etc.

vi. Media and Communications Partners:

- o **Local and national media:** Help raise public awareness of food insecurity issues and promote the Food Bank's initiatives.
 - o **Social media influencers and partners:** Spread messages of solidarity and calls for donations.
-

c) Principles for Collaboration with Partners**i. Transparency and Open Communication**

- **Regular Information Sharing:** Organize periodic meetings or regular check-ins to discuss the status of operations, urgent needs, and progress made.
- **Clarity on Shared Goals:** Each partner's expectations and commitments must be clearly defined in contracts or partnership agreements.
- **Regular Reporting:** Provide reports on the use of donated funds or goods to ensure that partners are informed of the impact of their contribution.

ii) Compliance with Standards and Regulations

- **Legal Compliance:** Ensure that the practices of the Food Bank and its partners comply with legal and regulatory standards, particularly those related to food safety, data privacy, and donation management.
- **Adherence to Ethical Commitments:** Every partnership must uphold high ethical standards, including integrity, fairness, and respect for the rights of beneficiaries.

iii) Pooling of Resources and Expertise

- **Exchange of expertise:** Organize workshops or seminars to share best practices and lessons learned.
- **Shared resources:** Partners can contribute by providing material, human, or technical resources to improve the Food Bank's efficiency.

iv) Social Commitment and Sustainability

- **Partnership Based on Shared Values:** Select partners whose vision aligns with the values of solidarity, equity and respect.
- **Support for Sustainability:** Encourage eco-friendly and sustainable practices, such as product recycling, reducing food waste, and using local resources.

v) Flexibility and Adaptability

- **Responsiveness to changing needs:** Be prepared to adapt collaboration arrangements in response to changes in beneficiaries' needs, new regulations, or unforeseen circumstances.
- **Agility in joint projects:** Work flexibly, with the ability to revise priorities or approaches as needed.

d) Practical Arrangements for Collaboration

i) Drafting a Partnership Agreement

A formal agreement between the Food Bank and its partners is crucial for defining responsibilities, each party's contributions, the objectives to be achieved, and the conditions for revising the collaboration.

Key elements of the agreement:

- **Objectives of the collaboration:** Define common goals, expected outcomes, and performance indicators.
- **Committed resources:** Clearly identify each partner's contributions (financial, material, and human).
- **Term and review:** Specify the term of the agreement and the procedures for renewing or revising the partnership.
- **Communication procedures:** Details on points of contact, follow-up meetings, and activity reports.
- **Termination conditions:** Specify the conditions and processes for terminating the collaboration, if necessary.

ii) Monitoring and Evaluation Tools

- **Performance monitoring:** Establish monitoring tools to assess the effectiveness of the collaboration (e.g., key performance indicators, beneficiary feedback, external audits).
- **Ongoing Evaluation:** Conduct periodic reviews to assess results and adjust actions as needed.
- **Partner Feedback:** Regularly gather feedback from partners to improve collaboration practices

iii) Community Partnerships and Outreach

- **Outreach events:** Organize joint events, fundraisers, or communication campaigns to mobilize local communities around the Food Bank's mission.
 - **Stakeholder Engagement:** Involve beneficiaries, volunteers, and local stakeholders in joint initiatives to strengthen the participatory aspect of the collaboration.
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Conclusion

Collaboration with partners is a fundamental strategic driver of the Food Bank's success. A structured partnership based on transparency, ethics, and the pooling of resources not only enhances the impact of the Food Bank's initiatives but also creates positive synergies among the various stakeholders in the social and solidarity sectors.

8. Communication et Sensibilisation

Communication and outreach are key tools for increasing the Food Bank's visibility and impact. A strong communication strategy not only helps disseminate important information about the organization's mission and initiatives, but also mobilizes the community, promotes values of solidarity, and raises public awareness of the challenges of food insecurity. Here are some communication principles, objectives, and tools to use to maximize the effectiveness of awareness-raising efforts and encourage engagement from all stakeholders.

- **Transparent communication:** Regularly inform the community (volunteers, recipients, donors, the public) about the food bank's activities, its impact, and its needs.
- **Raising awareness of solidarity:** Promote the values of solidarity and mutual aid in society by involving citizens in concrete actions (donations, food drives, etc.).

a) Communication and Awareness-Raising Objectives

- Inform the public:** Raise public awareness of food insecurity issues and the Food Bank's mission.
 - Mobilize donors and volunteers:** Encourage active participation through in-kind donations, financial contributions, or volunteer work.
 - Enhance visibility:** Raise awareness of the organization, its initiatives, and its results to maintain stakeholder trust.
 - Promote local and community solidarity:** Foster civic engagement in the fight against poverty and hunger.
 - Highlight the impact of our work:** Demonstrate the positive impact of the Food Bank's efforts to strengthen its image and credibility.
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b) Communication Principles

i. Transparency and Authenticity

- **Clarity of messages:** Clearly explain objectives, actions taken, and results achieved. Provide precise figures and concrete examples.
- **Accountability:** Be accountable to donors, volunteers, and beneficiaries regarding the use of resources.
- **Humanizing Messages:** Use testimonials from beneficiaries, volunteers, and partners to make messages more relatable and engaging.

ii. Accessibility and Simplicity

- **Clear messages:** Use simple language that is accessible to everyone, without technical jargon, to reach a broad audience.
- **Diverse Channels:** Disseminate messages across various media and platforms (website, social media, posters, videos, etc.) to reach all segments of the population.
- **Tailoring to the Target Audience:** Customize communication based on the audience (youth, seniors, donors, beneficiaries, etc.).

iii. Responsiveness and Proactivity

- **Real-time communication:** Respond quickly in the event of a crisis or unforeseen incident (stock shortages, food emergencies, etc.).
- **Anticipating needs:** Communicate in advance of a collection, event, or campaign to prepare the public and stakeholders to participate.

iv. Engagement and Participation

- **Interactivity:** Encourage active participation from target audiences (e.g., calls for donations, participation in events, comments on social media).
 - **Recognizing Contributions:** Publicly acknowledge donors, volunteers, and partners to strengthen their commitment.
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c) Target Audiences for Communication

i. Food aid recipients:

- **Objective:** To provide clear information on how to access food aid, distribution times and locations, and eligibility criteria.
- **Communication Channels:** Flyers, posters in public places, WhatsApp groups, local information sources (city halls, partner organizations).

ii. Donors (individuals and businesses):

- **Objective:** Raise awareness about food insecurity, provide information on how to donate (financially, in kind, or through volunteer time), and show them the impact of their generosity.
- **Communication channels:** Newsletters, website, online donation campaigns, fundraising events, social media.

iii. **Volunteers:**

- o **Objective:** To foster a sense of belonging, motivation, and appreciation among volunteers, while keeping them informed about their assignments, schedules, and tasks.
- o **Communication channels:** Meetings, emails, volunteer management platform, internal social media, newsletters.

iv. **Institutional and corporate partners:**

- o **Objective:** To promote the Food Bank's initiatives and encourage collaboration to support its mission (financial donations, food donations, and logistical services).
- o **Communication channels:** Annual reports, partnership meetings, events, networking, trade press.

v. **General public:**

- o **Objective:** Raise awareness about hunger issues and local solidarity and encourage civic engagement.
- o **Communication channels:** Local media, awareness campaigns, social media, community events.

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o **d) Communication Tools and Channels**

i. **Social Media**

- o **Facebook, Instagram, Twitter, LinkedIn:** Used to share testimonials, calls to action (donations, drives), news, and events.
- o **YouTube:** Post videos about the Food Bank's initiatives, testimonials, or reports on the impact of donations.
- o **TikTok:** For younger, more creative, and engaging communication about specific initiatives.

ii. **Website**

- **Blog:** Share articles, activity reports, testimonials, and news.
- **Online donation platform:** Make it easy to donate money and supplies through the website.
- **Volunteer section:** Allow individuals to easily sign up for volunteer opportunities.

iii. **Traditional Media**

- **Local and national press:** Write articles about fundraising campaigns, partnerships, or events.
- **Radio and television:** Conduct interviews and produce reports to raise awareness about food insecurity.

iv. Awareness-Raising Events

- **Fundraising and food drives:** Organize events in partnership with supermarkets, local businesses, schools, etc.
- **Trade shows, conferences, and forums:** Participate in public events to discuss the Food Bank's mission.
- **Open Houses:** Organize tours of the warehouses and distribution sites to showcase the work of the Food Bank.

v. Communication Materials

- **Posters and flyers:** Distribute in public spaces, to partners, and at events to reach local audiences.
 - **Brochures and pamphlets:** Distribute during fundraisers, events, or informational sessions to donors and volunteers.
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e) Awareness Plan

i. Awareness Campaigns

- **Specific Themes:** Organize annual awareness campaigns (e.g., "Solidarity Month," "Week to Combat Hunger").
- **Media Partnerships:** Work with local media outlets to raise awareness of the Food Bank and its initiatives.

ii. Communication Monitoring and Evaluation

- **Feedback Analysis:** Use tools such as Google Analytics or social media analytics to assess the impact of campaigns.
 - **Surveys and Audience Feedback:** Measure the effectiveness of communication efforts among beneficiaries, volunteers, donors, and partners.
 - **Strategy Adjustments:** Adapt messages and communication channels based on the results obtained.
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Conclusion

An effective communication and outreach strategy is essential to enhance the Food Bank's impact and foster solidarity within the community. By combining transparency, a variety of channels, and tailored messages, the Food Bank will be able to not only

9. Monitoring and Evaluation

Monitoring and evaluation (M&E) are crucial processes for measuring the effectiveness, impact, and sustainability of the Food Bank's initiatives. They enable the collection of key information on the organization's operations, verify whether objectives are being met, and guide strategic decisions. A good M&E system also promotes transparency and helps strengthen the organization's credibility with donors, volunteers, beneficiaries, and partners.

- **Impact Assessment:** Establish a mechanism to monitor and evaluate the effectiveness of initiatives by measuring the impact of the food bank's actions on beneficiaries.
 - **Continuous Improvement:** Implement a process for continuous improvement, in which feedback from stakeholders (beneficiaries, volunteers, partners) is taken into account to improve practices.
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a) Monitoring and Evaluation Objectives

- Measure program effectiveness:** Analyze the extent to which the Food Bank's activities meet beneficiaries' needs and achieve the expected results.
 - Ensure service quality:** Verify compliance with food safety and resource management standards.
 - Optimize resource allocation:** Identify areas where resources are being used effectively and those where adjustments are needed.
 - Enhance transparency and accountability:** Provide clear and detailed reports to donors, partners, and beneficiaries.
 - Continuously improve:** Identify areas for improvement and implement actions to optimize processes and outcomes.
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b) Monitoring and Evaluation Principles

i. Relevance

- Monitoring indicators must be aligned with the Food Bank's objectives, the needs of beneficiaries, and the expectations of stakeholders.
- Ensure that the organization's activities address the actual and priority needs of people facing food insecurity.

ii. Effectiveness

- Measure whether objectives and outcomes were achieved within the specified timeframes.
- Analyze whether the activities implemented are the most effective for achieving these objectives.

iii. Impact

- Assess the long-term effects of the Food Bank's actions on food insecurity in the community, among beneficiaries, and in the geographic areas where it operates.

iv. Sustainability

- Ensure that the organization's results have a lasting impact, whether through empowering beneficiaries, improving dietary practices, or strengthening local capacities.

v. Accountability and Transparency

- Ensure that monitoring and evaluation activities are conducted transparently, by involving stakeholders and sharing the results.
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c) Monitoring and Evaluation Indicators

Indicators are key metrics used to assess the progress and impact of the Food Bank's activities. The following are the main categories of indicators to monitor:

i. Input Indicators (Resources)

- **Donations received:** Total amount of financial, in-kind, or service donations.
- **Human Resources:** Number of volunteers and staff involved; volunteer hours.
- **Partnerships Established:** Number and quality of partnerships with suppliers, businesses, organizations, and public institutions.

ii. Activity Indicators (Process)

- **Amount of food collected and distributed:** Total volume of food collected and distributed to beneficiaries.
- **Frequency of food drives:** Number of food drives organized over a given period.
- **Number of awareness-raising or informational events:** Workshops, conferences, and communication campaigns organized.

iii. Outcome Indicators (Immediate Effects)

- **Number of beneficiaries served:** Number of individuals and families who received food assistance.
- **Beneficiary satisfaction:** Feedback from beneficiaries on the quality and accessibility of the assistance.
- **Effective distribution rate:** Percentage of food distributed relative to the stocks received.

iv. Impact Indicators (Long-Term Effects)

- **Reduction in food insecurity:** Assessment of changes in beneficiaries' level of food insecurity before and after receiving assistance.
 - **Empowerment of beneficiaries:** Number of beneficiaries who have improved their food security, gained access to sustainable resources, or increased their self-reliance.
 - **Awareness-raising and behavioral change:** Changes in dietary habits and community solidarity.
-

d) Monitoring and Evaluation Methods and Tools

i. Activity Monitoring

- **Dashboards:** Use digital tools to track real-time data on donations, collections, and distributions.
- **Monthly or quarterly monitoring:** Organize regular check-ins to assess the progress of initiatives and adjust strategies as needed.
- **Activity reports:** Prepare regular internal reports to analyze progress made.

ii. Surveys and Polls

- **Beneficiary Surveys:** Conduct surveys to gather feedback on the quality of aid, distribution processes, and food needs.
- **Volunteer and Donor Surveys:** Gather feedback on satisfaction, experience, and suggestions for improvement.

iii. External Evaluations

- **External Audits:** Conduct audits by external experts to assess financial management, logistical processes, and compliance with standards.
- **Program Evaluations:** Engage external evaluators to conduct impact studies on the performance of the Food Bank's programs.

iv. Review Meetings

- **Internal Workshops:** Organize workshops or meetings with volunteers, partners, and staff to discuss results, challenges, and areas for improvement.
 - **Monitoring Committee:** Establish an internal committee responsible for overseeing program monitoring and evaluation, including representatives from key stakeholders.
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e) Reporting and Communication of Results

i. Internal Reporting

- **Evaluation Reports:** Analyze the results obtained, identify successes and areas requiring adjustments, and communicate them to the internal team.
- **Follow-up on Recommendations:** Implement corrective actions based on the evaluations and recommendations.

ii. External Report

- **Annual Report:** Publish an annual report that presents the results of monitoring and evaluation, the objectives achieved, the resources used, and the impacts on beneficiaries. This report must be accessible to all partners, donors, and stakeholders.
- **Sharing Best Practices:** Organize events or presentations to share successes, lessons learned, and best practices with partners and the public.

iii. Financial Transparency

- **Publication of financial statements:** Provide donors and stakeholders with a transparent financial report on the use of funds and resources.
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f) Continuous Improvement Process

i. Feedback

- **Collecting feedback:** Gather feedback from all stakeholders (beneficiaries, volunteers, donors, partners) to identify potential improvements.
- **Analyzing mistakes and successes:** Learn from mistakes and successes to adapt future strategies.

ii. Planning for Adjustments

- **Readjusting Objectives:** If results are not achieved, adjust short- and medium-term objectives based on lessons learned.
 - **Updating Strategies:** Adjust methods for collecting, distributing, or managing resources to improve effectiveness.
-

Conclusion

Monitoring and evaluation are essential tools for ensuring the Food Bank's transparency, accountability, and effectiveness. By implementing rigorous monitoring, evaluation, and feedback mechanisms, the Food Bank can not only improve the quality of its initiatives but also strengthen stakeholder trust, maximize its impact, and make a lasting contribution to the fight against food insecurity.

APPENDIX A

1. General Assembly (GA)

- **Role:** The General Assembly is composed of founding members, major donors, and key stakeholders. It meets annually to approve major strategic directions, the budget, and financial reports.
 - **Responsibilities:**
 - o Approve the activity report.
 - o Elect the members of the Board of Directors.
 - o Approve the organization's strategy and long-term objectives.
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2. Board of Directors (BoD)

- **Role:** The BoD oversees the overall management of the food bank and makes strategic decisions. It is composed of executives, external experts, and stakeholder representatives.
- **Responsibilities:**
 - o Approve budgets and financial reports.
 - o Set long-term goals and monitor results.
 - o Recruit and oversee senior management.
 - o Ensure the organization's legal and ethical compliance.

Composition:

- **Chair of the Board of Directors**
 - Vice Chair
 - Treasurer
 - Secretary
 - Members with expertise in management, logistics, finance, etc.
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3. Executive Committee

- **Role:** The Executive Committee implements the strategy defined by the Board of Directors and supports the organizational structure responsible for the food bank's day-to-day operations.
- **Responsibilities:**
 - Overseeing all operational departments.
 - Developing short- and medium-term projects.
 - Representing the food bank to partners and external stakeholders.
 - Managing human resources (staff and volunteers).

Composition:

- Director General (DG)
 - Responsible of key departments (logistics, finance, communications, et.)
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4. Operational Structure / Manager

a. Logistics Department

- **Role:** Manage the collection, storage, inventory management, and distribution of food.
- **Responsibilities:**
 - Organize food drives and partnerships with donors.
 - Manage inventory: receiving, storage, sorting, and quality control of food items.
 - Organize food distributions (planning, coordination of the distribution site).

b. Finance Department

- **Role:** Ensure sound and transparent management of the organization's finances.
- **Responsibilities:**
 - Develop and monitor the annual budget.
 - Manage donations, public funding, and private funding.
 - Prepare financial reports for the Board of Directors and the General Assembly. (External)
 - Ensure tax and legal compliance. (External)

c. Human Resources (HR) Department

- **Role:** Manage volunteers and paid staff.
- **Responsibilities:**
 - o Recruit, train, and coordinate volunteers.
 - o Manage payroll and employee contracts.
 - o Organize recognition programs for volunteers.
 - o Ensure the safety and well-being of volunteers and staff.

d. Communications and Outreach Department

- **Role:** Promote the organization, raise public awareness of the cause, and maintain good relations with the media.
- **Responsibilities:**
 - o Develop communications strategies (website, social media, media relations).
 - o Organize outreach campaigns and fundraising events.
 - o Develop communication materials for donors, partners, and beneficiaries.
 - o Manage relationships with external partners.

e. Partnerships and Development Department

- o **Role:** Develop strategic partnerships to ensure the organization's long-term funding and growth.
 - o **Responsibilities:**
 - o Identify partnership opportunities with other NGOs, businesses, and public institutions.
 - o Organize fundraising campaigns.
 - o Negotiate food assistance contracts with suppliers and donors.
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○ 5. Volunteers

- **Role:** Volunteers play a central role in field operations, including the collection, sorting, and distribution of food, as well as in other areas such as communications and event management.

- **Responsibilities:**

- Participate in food drives.
- Help sort and store food items.
- Help distribute food to recipients.
- Contribute to fundraising or awareness-raising events.
- Ensure volunteers are accountable.

- **Composition:**

- **Volunteers are organized into working groups and may be supervised by volunteer coordinators or department heads/team leaders.**
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6. Ethics and Compliance Committee

- **Role:** Ensure the organization's adherence to ethical values and legal compliance.

- **Responsibilities:**

- Monitor compliance with ethical standards (non-discrimination, respect for personal data, Food Ontario standards, and the Food Banks of Canada's Guide to Excellence).
- Ensuring transparency and responsible management of resources.
- Conducting periodic evaluations to measure the impact of actions.
- Handling complaints or concerns from beneficiaries or volunteers.

- **Composition:**

- Ethics Officer
 - Member of the Supervisory Committee
-

7. External Partners

Although they are not directly involved in the food bank's internal operations, external partners such as businesses, local institutions, foundations, and media outlets play a key role in supporting the organization through food donations, funding, or collaborations.

Conclusion

This structure allows for a clear separation of responsibilities while fostering collaboration among different departments. It ensures the effective management of day-to-day operations while ensuring the involvement of internal and external stakeholders, in line with the organization's evolution.