



Stimulating social innovation through policy measures

WP3

Position paper

Final

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Reducing food waste through social innovation

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Contents

| | | |
|----------|---|-----------|
| 1 | Introduction | 3 |
| | 1.1 Background and objectives | 3 |
| | 1.2 Structure of this paper | 4 |
| 2 | Context | 5 |
| | 2.1 Defining social innovation for FUSIONS | 5 |
| | 2.1.1 Social innovation's contribution to food waste prevention | 6 |
| | 2.2 Defining FUSIONS' approach to policy | 8 |
| 3 | The potential of policy to support social innovation | 9 |
| | 3.1 Current policy approaches to social innovation | 9 |
| | 3.1.1 Suasive approaches | 9 |
| | 3.1.2 Market based instruments | 11 |
| | 3.2 Other policy measures | 11 |
| | 3.2.1 Regulatory approaches – using CSR to activate social innovation | 11 |
| | 3.2.2 Promoting social innovators through the public provision of services | 13 |
| 4 | How is social innovation being used to reduce food waste and what's the policy need? | 14 |
| | 4.1 Stimulating group discussion, action and 'competition' | 14 |
| | 4.2 Linking up haves & have nots | 16 |
| | 4.2.1 Exploring food redistribution initiatives | 16 |
| | 4.2.2 Using policy to support redistribution of food surplus | 17 |
| | 4.2.3 Avoiding market distortions through policy mechanisms | 18 |
| | 4.2.4 Social innovation food use business models | 19 |
| | 4.3 Intervening in education | 19 |
| | 4.4 Creating an alliance | 20 |
| | 4.5 Doing something disruptive | 21 |
| | 4.6 Summary | 24 |
| 5 | Taking our ideas further | 26 |
| | 5.1 Suggestions for further study | 26 |
| | 5.1.1 Next research steps | 26 |
| | 5.1.2 Questions that might be addressed through future work | 26 |

1 Introduction

1.1 Background and objectives

FUSIONS is a project that is working towards a more resource efficient Europe by significantly reducing food waste. Two of its key objectives are (1) to improve our understanding of the extent to which *social innovation* can reduce food waste and (2) to develop guidelines for a common food waste policy for EU-28.

The delivery of this first objective is being led by WRAP (work package 4; WP4). Here, the project team are testing through feasibility studies, the impact social innovation can have in reducing food waste. Social innovations are “both social in their ends *and* in their means”¹. Almost 100 existing initiatives have been documented in an inventory² created by FUSIONS WP4 to demonstrate the range of ways social innovation is already being used to tackle food waste, and to catalyse new ideas. Through a rigorous selection process³, seven new social innovation projects, funded by FUSIONS WP4, are now underway and will be evaluated to demonstrate their delivery process, relationship development methods and impacts.

The second objective is being led by the University of Bologna (work package 3; WP3). There is currently no single policy for either food waste prevention or social innovation to reduce food waste, though both are affected by policies on, for example, environment, economy, health, agriculture, education and unemployment. FUSIONS WP3 will seek to find a path through this plethora of influences and identify what is relevant for food waste prevention and for facilitating social innovation initiatives tackling food waste. As such it will map existing policies and trends that impact on food waste⁴, and seek to identify potential policy improvements, at the EU level, to support food waste reduction, with a specific focus on designing policy recommendations that target food waste through socially innovative measures.

Together, these work packages will fuel a debate around what sorts of enabling policy structures are needed to maximise the development of new social innovations, which *exist through active participation*, and who can make such structures a reality.

Building on the work undertaken by FUSIONS to date, this position paper aims to start this discussion. Its focus is seeking to understand which policy measures might best support the *creation, use and scaling* of social innovation initiatives. As such its key inputs are the range of existing social innovation initiatives catalogued by WP4 in the inventory, as well as published research and policy papers. It also draws on the outcomes of the WP3 social camp event⁵, which was an opportunity to hear from those delivering social innovation initiatives, and understand their particular policy and delivery challenges, as well as from policy makers.

¹ http://ec.europa.eu/enterprise/policies/innovation/policy/social-innovation/index_en.htm

² Available from: <http://www.eu-fusions.org/social-innovations>

³ *Feasibility Study Selection Criteria*, WRAP, January 2014. Available from: <http://www.eu-fusions.org/publications>

⁴ Task 3.1 will analyse and report on which current policies impact on food waste generation, so this aspect of policy review has been omitted from this paper.

⁵ See: <http://www.eu-fusions.org/epm>

This paper's specific objectives are to:

- Make an initial assessment of how policy is currently being used to support social innovation;
- Present a summarised review of how policy supports, and might be improved to enhance, the range of existing social innovation initiatives; and
- Provide some clear areas for further research under the remaining WP3 activities, notably Task 3.2.3 which will build up strategies for improved policies to reduce food waste by promoting social innovation initiatives.

As such, the literature review and analysis has been broad rather than deep, while the scope of the paper has remained focused. The issues introduced in this paper will be taken forward through more in-depth analysis led by the University of Bologna, and validated through discussions with the FUSIONS Platform (WP2, led by Wageningen UR - Food & Biobased Research).

1.2 Structure of this paper

The next section describes how FUSIONS has chosen to define and approach both social innovation and policy, with reference to reducing food waste.

Section 3 provides a short assessment of the types of policy activities undertaken by the EU to stimulate and advance social innovation, broadly categorised against the four policy instruments defined by FUSIONS (Section 2.2).

Section 4 uses the WP4 inventory to draw out the core themes in how social innovation is being used to reduce food waste. For each, suggestions are made for how policy might facilitate and accelerate more social innovation initiatives that reduce food waste. These are summarised graphically, against the same four policy instruments in Section 4.6.

Ideas for further study that will be progressed through subsequent WP3 activities are given in Section 5.

2 Context

2.1 Defining social innovation for FUSIONS

Early in WP4, FUSIONS sought to define and explore the potential of social innovation. We concluded⁶, from a short literature review, that social innovation has the following key attributes:

- It has socially recognised goals (and with regards FUSIONS, can *also* reduce food waste).
- It is grounded in deep reflection on the problem & direct action from those involved in it. It represents co-creation and learning.
- It is people-focused, both in terms of its delivery & its beneficiaries. This aids its diffusion or institutionalisation.
- It is delivered through, and builds capacity for, relationships and collaboration – often through a multi-stakeholder approach. It affects the process of social interactions.
- It is a new combination of activities and / or delivered into a new setting.

This detailed description is entirely compatible with the EC's definition that they are "innovations that are both social in their ends and in their means"⁷.

A key WP4 deliverable was an inventory⁸ of existing initiatives that moved the theory of social innovation into real-world, working examples. It demonstrates in a concrete way what we mean by social innovation and, we hope, will catalyse new ideas.

The inventory was structured around three key dimensions⁹ of social innovation:

- they are usually new combinations or hybrids of existing elements, rather than being wholly new in themselves;
- putting them into practice involves cutting across organisational, sectoral or disciplinary boundaries; and
- they leave behind compelling new social relationships. In bringing together people who were previously not working together social innovations create new relationships which matter greatly to the people involved. This aspect contributes to the diffusion and embedding of the innovation, and fuels a cumulative dynamic whereby each innovation opens up the possibility of further innovations.

This paper will further analyse these existing initiatives, with a view to conceptualising their key aspects, so as to start to identify how improved or new policies might enable more social innovation projects that tackle food waste to flourish.

⁶ *How can Social Innovation Reduce Food Waste?* WRAP, June 2013. Available from: <http://www.eu-fusions.org/publications>

⁷ http://ec.europa.eu/enterprise/policies/innovation/policy/social-innovation/index_en.htm

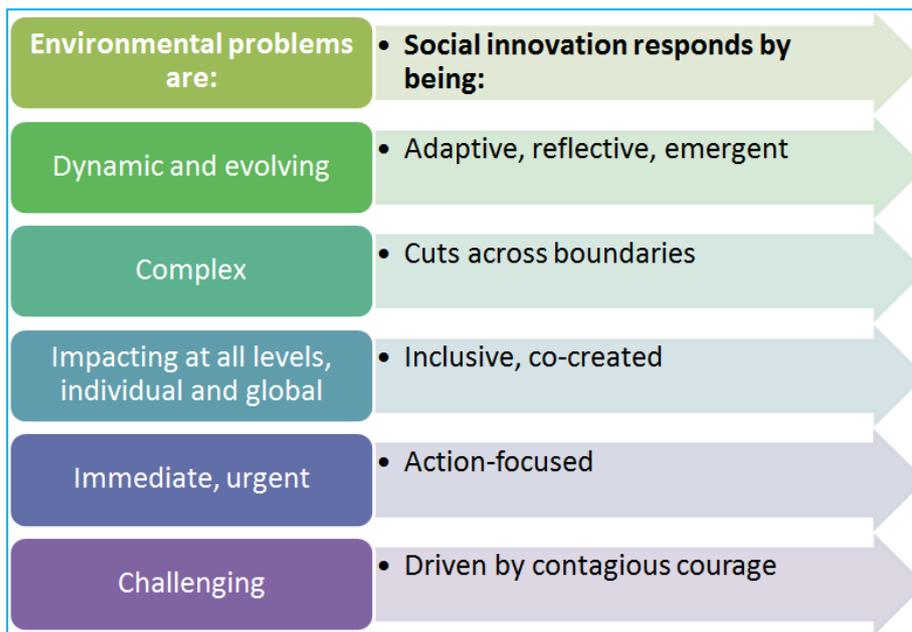
⁸ Available from: <http://www.eu-fusions.org/social-innovations>

⁹ *Identified in Social Innovation, What it is, Why it matters and How it can be Accelerated*, Said Business School, Oxford, 2007. Available from: <http://youngfoundation.org/publications/social-innovation-what-it-is-why-it-matters-how-it-can-be-accelerated>

2.1.1 Social innovation's contribution to food waste prevention

Social innovation has a hugely important role, as *part* of the mix of interventions needed, to reduce food waste. In assessing and categorising the existing initiatives we were drawn to the distinctive ability of social innovation to *improve society's capacity to act*, and thereby its unique role in tackling urgent environmental challenges such as food waste. Many would agree with the assessment that there is a widening gap between the scale of the environmental and social problems we face and the range of solutions on offer. Reflecting on social innovation's attributes, listed above, we can see that it can respond to the urgency and complexity of our current crisis by being: grounded in reflection, co-created and emergent (Figure 1).

Figure 1 – Characteristics of social innovation that means it can improve society's capacity to act



Social innovation is not intended to simply be a new way of interpreting the economic trend, but aims, above all, to *redefine social structures*, in which those who make use of an asset or a service no longer play a passive role but *actively participate* in the process by which it is designed and delivered.

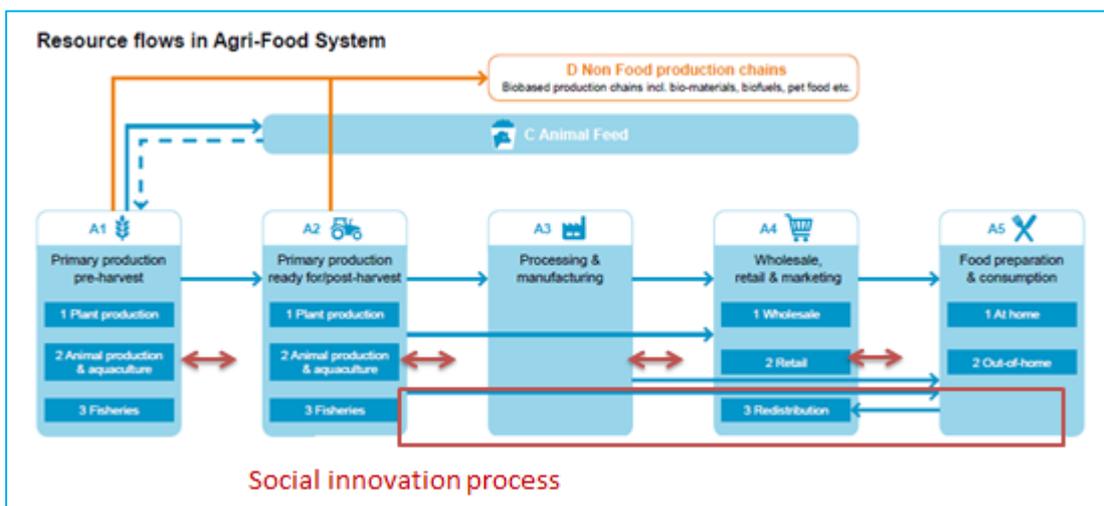
A huge variety of individuals and organisations of all types are already being called upon to assume new responsibilities and establish initiatives in order to address needs that were previously taken care of by public spending, at all levels. Tackling social and environmental challenges is no different. For example, the inventory lists several projects that promote new food and cooking skills and simultaneously tackle social isolation. It is this element of moving swiftly from identifying a problem, taking responsibility for it, and generating an *active response* that makes social innovation so empowering and exciting.

Food waste, as a problem, is difficult to solve because there is incomplete or contradictory knowledge about its extent and possible solutions, there are a large number of people and opinions involved, and it is hugely interconnected with other problems, both related to food - such as health - but also related to wider problems such as income inequality.

The aspect of social innovation that blends past elements with new innovations and uses extended networks to support and manage relationships can make a difference. It complements other mechanisms that: target the development and introduction of new technology, undertake research to build the evidence base or raise awareness and the motivation to act through communications activities. Social innovation seems to add a new dimension to this pattern of responses by putting *all of us* squarely and actively at its heart. Given the complexity around food waste, no single-tiered solution will work and we need to use all possible interventions, and allow them to evolve, in order to make a positive contribution to improving global food use. Policies are part of this intervention mix, just as are wider social, technical and economic solutions.

The inventory shows that social innovation can be used at any stage of the food supply chain, with projects reducing food waste on farm, in food production and in the home. Considering the FUSIONS definitional framework¹⁰, we can see how social innovation can take place within the food chain, with food redistribution activities being an established example, but particularly at the *interface between* different actors in the food chain (Figure 2). Potentially an important role for policy is to help stakeholders across the whole food chain take a system view on the social innovation opportunities rather than a linear view. Voluntary collective action brokered by government to legitimise collaboration and dialogue is a prime example (see Section 4.4).

Figure 2 - FUSIONS definitional framework overlaid with social innovation process (in red) demonstrating system wide potential



¹⁰ FUSIONS definitional framework, SIK, July 2014. Available from: <http://www.eu-fusions.org/publications>

2.2 Defining FUSIONS' approach to policy

In some areas the EU has exclusive competence, where member states are unable to act independently. If they want to act in these areas, they must agree through the institutions of the EU to change the laws. In other areas, the EU only plays a supporting role and the Member States are free to act. The majority of competencies are 'shared', meaning that member states may legislate only when the EU has not, or they may elaborate the laws of the EU provided their elaborations do not harm the objectives of the EU law. Thus, if the EU legislates in an area, all national laws that contradict the EU law are nullified when the EU law comes into force. Further exploration by WP3 will determine the extent to which social- and community-based change through social innovation will need to be sensitive to the national context, and hence where Member State policy rather than EU policy may play the more significant role.

The EU's standard decision-making procedure is known as 'Ordinary Legislative Procedure' (formerly called co-decision). Before the Commission proposes new initiatives it assesses the potential economic, social and environmental consequences that they may have. It does this by preparing 'Impact Assessments' which set out the advantages and disadvantages of possible policy options. The Commission also consults interested parties such as non-governmental organisations, local authorities and representatives of industry and civil society, and groups of experts give advice on technical issues. In this way, the Commission ensures that legislative proposals correspond to the needs of those most concerned. This process presents an opportunity to facilitate joined up policy making between economic, environmental and social objectives, which is an important aspect of social innovation delivery as subsequent sections will show.

FUSIONS has adopted the following categorization of policy instruments¹¹ (Gupta J et al., 2013) that will be used across WP3:

- **Suasive approaches:** policy tools that encourage changes in behaviour through the provision of information, such as through general education programmes, guidelines and codes of practice, training programmes, extension services, and research and development.
- **Regulatory approaches:** require changes in behaviour by introducing penalties for parties who don't comply with the regulatory provisions. Types of regulatory instruments include standards (including planning instruments), licensing, mandatory management plans and covenants.
- **Market based instruments:** policy tools that encourage behavioural change through market signals rather than through explicit directives. There are a range of types of market based instruments including trading schemes, offset schemes, subsidies and grants, accreditation systems, stewardship payments, taxes and tax concessions.
- **Public provision of services:** often used where the management solution has the characteristics of a 'public good' which make it difficult for the service to be provided by the private sector e.g. national parks.

¹¹ Gupta J, Shin HY, Matthews R, Meyfroidt P, Kuik O (2013) *The forest transition, the drivers of deforestation and governance approaches*. In: Gupta J, van der Grijp N, Kuik O (eds) *Climate change, forests and REDD: lessons for institutional design*. Routledge, London, pp 25–51.

3 The potential of policy to support social innovation

3.1 Current policy approaches to social innovation

Naples 2.0¹² sets out in some detail the origins of social innovation in Europe. It appears that some chance encounters and a desire to reverse the trend of what was perceived to be a deteriorating situation in Europe were instrumental in a vision for social innovation being brought into European policy-making. This culminated in social innovation becoming part of the new European Economic Strategy, Europe 2020¹³. The strategy sets out Europe's ten-year growth and jobs strategy and seeks to create the conditions for smart, sustainable and inclusive growth. It is therefore hugely significant in how social innovation is being facilitated through EU-level policy and explains its primary focus in the sphere of economic development.

The following sections aim to provide a short assessment of the types of policy activities undertaken by the EU to stimulate and advance social innovation (generally, not specifically related to food waste prevention), broadly categorised against the four policy instruments defined by FUSIONS (Section 2.2).

As noted above (Section 2.2), given FUSIONS' EU policy focus, it is EU-level policies that have been assessed. Any analysis of how these are brought into national and local policy, and of social innovation policies *initiated* at the national level, will be the focus of subsequent work in WP3 (see Section 5). A key question for such work might be how each level of policy interacts, and particularly which level has the most scope to support the creation, use and scaling of social innovation initiatives.

3.1.1 Suasive approaches

These are policy tools that encourage changes in behaviour through the provision of information, such as through general education programmes, guidelines and codes of practice, training programmes, extension services, and research and development. Looking at the available information, the European Commission supports and drives social innovation via several suasive approaches. Some examples are given below:

- Social Innovation Europe (<https://webgate.ec.europa.eu/socialinnovationeurope>) (SIE) is a major project funded by DG Enterprise and Industry to enable networking & to provide information. The SIE initiative is working to connect policy makers, entrepreneurs, academics and third sector workers with other innovators from across Europe. It is their goal to become a hub—a meeting place in the network of European networks—where innovative thinkers from all 27 member states can come together to create a streamlined, vigorous social

¹² Naples 2.0 A Social Innovation Competition, Euclid Network, 2014. Available from: <http://euclidnetwork.eu>

¹³ http://ec.europa.eu/europe2020/index_en.htm

innovation field in Europe, to raise a shared voice, and to propel Europe to lead the practice of social innovation globally.

- In addition to SIE, the EC has also funded networking activities under FUSIONS to promote, share and raise awareness of social innovation (e.g. through WP2 and the WP4 inventory).
- Horizon 2020 is the biggest EU Research and Innovation programme ever with nearly €80 billion of funding available over 7 years (2014 to 2020). It includes a Call around 'Collective awareness platforms for sustainability and social innovation' (ICT10-2015). The challenge it sets is to harness the collaborative power of ICT networks to create collective and individual awareness about the multiple sustainability threats which our society is facing at the social, environmental and policy levels. The resulting collective intelligence will lead to better informed decision-making processes and empower citizens, through participation and interaction, to adopt more sustainable individual and collective behaviours and lifestyles.
- The Commission hosts cross-disciplinary discussions e.g. a workshop themed 'Seeing the Landscape of Social Innovation Incubation in Europe and finding the right questions to move us forward' (http://ec.europa.eu/enterprise/policies/innovation/files/sie-incubators-workshop-newsletter_en.pdf). The purpose of this workshop was to capture knowledge from thought and practice leaders in social innovation and business incubation to grow social enterprise and its impact in Europe.
- In-depth research (in addition to that via SIE) e.g. an In-depth Report from Science for Environment Policy (http://ec.europa.eu/environment/integration/research/newsalert/pdf/IR10.pdf?utm_content=bufferb9206&utm_medium=social&utm_source=twitter.com&utm_campaign=buffer) which presents an overview of research into social innovation, with special consideration for its environmental implications. Case studies are also presented which illustrate how social innovation has taken place in real-world settings.

These examples mainly focus on awareness of social innovation among stakeholders that may establish new initiatives. The other facet, that there is less evidence of suasive policy support for, is *awareness of social innovation* - as a mechanism and as something in which to participate - among citizens e.g. through on the ground activities. Enabling factors (which may or may not need to be policy-related) need to both motivate stakeholders to *set up* social innovation initiatives and encourage citizens to *participate* in them.



Figure 3 – Dual approach to enabling social innovation

3.1.2 Market based instruments

These are policy tools that encourage behavioural change through market signals rather than through explicit directives. Again, there is evidence that such approaches are being actively used to support social innovation at the European level, for example:

- Information on social innovation finance opportunities are provided by the EC (http://ec.europa.eu/enterprise/policies/innovation/files/funding-social-innovation_en.pdf).
- Direct project finance is provided to pilot or prototype social innovation ideas, such as that provided to FUSIONS for its feasibility studies¹⁴ and the H2020 call given in Section 3.1.1 (ICT10-2015).
- The European Social Innovation Competition (http://ec.europa.eu/enterprise/policies/innovation/policy/social-innovation/competition/index_en.htm) is organized every year by DG Enterprise and Industry to directly support new solutions (each winner is awarded EUR30,000) and raise awareness about social innovation. It is focused on reducing unemployment and minimising its corrosive effects on the economy and our society but would not exclude food waste reduction projects that *simultaneously* create jobs. 1,254 ideas were submitted to the 2013 competition, twice more than in 2012, demonstrating a real appetite to deliver social innovation in Europe. The three winners in 2013¹⁵ were a textile recycling activity in Italy that simultaneously provided jobs to disadvantaged women, support to grow urban farming and job creation in Brussels, and support for unemployed people in Dublin to refurbish empty social housing units into hubs for learning and entrepreneurship.

The potential of market-based instruments and other socio-economic incentives as specific policy measures to stimulate optimised food use across the supply chain will be investigated further in Task 3.2.1.

3.2 Other policy measures

3.2.1 Regulatory approaches – using CSR to activate social innovation

There is less evidence of regulatory approaches being used to stimulate social innovation at the European level. However, important regulatory development with regards Corporate Social Responsibility (CSR) could be particularly relevant to the extension of social innovation initiatives. A recent agreement¹⁶, reached in February 2014 between the European Council and the European Commission, suggests that a forthcoming European directive on CSR¹⁷ will require all publicly traded companies with more than 500 employees to report their performance on a number of non-financial metrics every year. It marks the most significant effort to date to mandate non-financial reporting on companies across all sectors of the economy and will require companies to provide

¹⁴ <http://www.eu-fusions.org/social-innovations>

¹⁵ http://ec.europa.eu/enterprise/policies/innovation/policy/social-innovation/competition/contestants_en.htm

¹⁶ <http://www.csrandthelaw.com/2014/03/mandatory-social-and-financial-reporting-coming-soon-to-the-european-union/#sthash.KtMQm7FN.dpuf>

¹⁷ http://ec.europa.eu/enterprise/policies/sustainable-business/corporate-social-responsibility/public-consultation/index_en.htm

“relevant and useful information” concerning environmental performance alongside other core CSR themes such as human rights impacts. Although CSR is a broad field, it could be used to enable social innovation to reduce food waste. Reflecting on the need to both enable the creation of new initiatives *and* encourage participation in them (Figure 3), CSR can play a role in both.

Firstly, it can stimulate and support the creation and delivery of social innovation initiatives. In the UK, several retailers undertake community outreach work. For example, Tesco stores have a dedicated Community Champion to coordinate community and charity activity on behalf of their store¹⁸ while each Asda store has a Community Life Champion to work one day a week with community groups and local organisations¹⁹. Some of this retailer-sponsored community action has been to deliver food waste prevention training to customers, such as Love Food Hate Waste.

Such activities, which deliver practical outcomes against CSR corporate commitments, could become more common if mandatory reporting is brought in. Not only would it support greater visibility of different ideas and approaches to delivering CSR, including social innovation, but could also stimulate competition within the sector. Increasing the emphasis on delivering food waste prevention activities at the corporate level, and capturing information on successes, could be an important mechanism for facilitating new social innovation approaches to food waste prevention. How can we use CSR (and forthcoming legislation) to *stimulate corporate community action to empower local action*?

Secondly, it can encourage participation in social innovation projects. Some companies promote volunteering through their CSR policies, for example, providing a certain number of hours per year to employees specifically for volunteering in the community. Such policies provide more scope to citizens to participate in social innovation initiatives, while the extra pairs of hands and specialist expertise provided may be crucial for entrepreneurs to take their idea from concept to prototype and beyond.

Businesses who institute such policies are finding they make a difference in a number of important ways, particularly related to recruitment and retention of the best candidates. They are showing that giving employees opportunities to volunteer as part of their jobs builds loyalty to the company, and pride in working for an organisation with a strong community mindset.

Within the legislative proposal on CSR, it remarks that the Commission has adopted a communication on EU policies and volunteering²⁰ in which it acknowledges employee volunteering as an expression of CSR. However, it also makes the case that volunteering will be best supported through clear national strategies. This could be an area for further study under WP3 particularly considering the forthcoming CSR legislation²¹ and opportunity to engage businesses through the FUSIONS Platform (WP2).

¹⁸ <https://www.ourtesco.com/our-community/supporting-local-communities>

¹⁹ <http://your.asda.com/community>

²⁰ http://ec.europa.eu/citizenship/pdf/doc1311_en.pdf

²¹ Related to this, but requiring separate further investigation, is the question as to whether the policy framework for operating charities has the potential to facilitate new social innovation initiatives and participation in them.

3.2.2 Promoting social innovators through the public provision of services

Another potential area for further study is within the realm of public service delivery, which has been influenced by regulation. Public procurement plays an important role in the overall economic performance of the European Union. In Europe, public authorities spend around 18% of GDP on supplies, works and services.

The Public Procurement Directive²², published in 2011, seeks to promote market access opportunities for small and medium-sized enterprises. It requires tendering bodies to break contracts into Lots and reduce the requirements concerning economic and financial capacity. In the UK, the Big Society policy²³ sought to open up public services: enabling voluntary organisations, charities, social enterprises and employee-owned co-operatives to compete to offer public services.

Such policies could be further developed to encourage and promote organisations to tender social innovative solutions to address public service needs. The FUSIONS inventory includes examples of reducing social isolation through the provision of group activities to learn new food skills, for example, at the same time as using food surplus, as well as examples of providing food and environmental education within schools (discussed further in Section 4.3).

Public procurement plays a key role in the Europe 2020 strategy as one of the market-based instruments to be used to achieve its objectives by improving the business environment and conditions for business to innovate, and by encouraging wider use of green procurement, supporting the shift towards a resource efficient and low-carbon economy. There have been relatively recent developments in guidance around using social and environmental criteria in public procurement, and the extent to which this could be extended to support social innovation would be worth further exploration, particularly given this is a key area for EU-level rather than Member State-level policy.

²² http://ec.europa.eu/internal_market/publicprocurement/docs/modernising_rules/COM2011_896_en.pdf

²³ www.parliament.uk/briefing-papers/SN05883.pdf

4 How is social innovation being used to reduce food waste and what's the policy need?

The initiatives, listed on the FUSIONS inventory and those being funded by the project, can be clustered around several core areas to do with their primary emphasis or delivery mechanism:

- stimulating group action, discussion and 'competition'
- linking up haves and have nots;
- intervening in education;
- creating alliances; and
- doing something 'disruptive'.

By broadly segmenting the activities into these core areas we can start to understand how policy might be used to support their activation and development.

This section takes each of the five core areas in turn, summarising some notable examples from the inventory and finishes with some suggestions for how policy might be used to build the framework in which such initiatives can be accelerated (highlighted in blue). This analysis is summarised in Figure 4 (Section 4.6). A more in depth analysis of the *barriers* to developing food waste related social innovation, and how policy might remove or reduce them, will be developed within Task 3.2.3.

4.1 Stimulating group discussion, action and 'competition'

There are numerous websites, guides and apps now providing guidance and tips on how to reduce food waste. These communications activities are an essential component of helping everyone reduce food waste, but have a limited social innovation element because they are largely passive. In other words, they are conveyed *to* people, who individually choose how they will respond, and don't require their active participation for their delivery²⁴. A social innovation approach to communications is about stimulating *group* discussion and action, in the process developing new social relationships between the group members. Forming a social group to share ideas and provide peer support can have a significant impact on behaviour change.

²⁴ *The exception to this is the extent to which group discussions through social media will become an important social innovation, and this may be an interesting future area of exploration.*

Perhaps the original idea for group-led action to reduce food waste was the UK initiative by Love Food Hate Waste and the Women's Institute²⁵ in 2008. Members were recruited to be Love Food Champions who established local groups. Together they shared their food waste challenges and tips to make significant waste reductions. Love Food Hate Waste now runs a programme that trains individuals to act as 'ambassadors' for food waste prevention and supports them to 'pass the message on' - generating an active community who cascade the information and skills through their own networks²⁶. To date, this has been an intensive part of WRAP's work, but a set of resources - 'Save More'²⁷ - has been launched that will enable anyone to lead or participate in activities that provide tips and know-how to help them waste less. The activities have been designed to be fun and informative whilst being really easy to deliver and take part in. They provide an opportunity for everyone who wants to help us waste less food either 'pass the message on' by delivering a session or join as a participant to pick up simple tips to reduce waste.

Other examples are numerous in the inventory.

- Opération Familles-Témoins in France, provided food waste prevention guidance over a number of weeks to 24 families.
- In the UK, Unilever's Sustain-Ability Challenge was run with 12 families.
- Kitchen Canny, also in the UK, produced a step-by-step process for families to use to become aware of, measure and reduce their food waste.
- Let's Get Cooking produced resources that could be used to establish community cooking clubs.
- Dinnertime is a slightly different idea from the UK, where people from the community are invited to bring their own food to cook and share a meal together, reducing the amount of food thrown away and gaining new food skills, and friends, along the way.
- Disco BôCô, a FUSIONS feasibility study being run in France, is creating a viral format of events where participants transform discarded fruit and vegetables into jams and chutneys as they learn new skills in a convivial atmosphere, reducing social isolation and food waste.

The primary policy support for these kinds of social innovation activities may be through the provision of public services, for example, making public buildings accessible and available for low- or no-cost to facilitate group meetings. Kitchens might be loaned out for cooking classes, for example.

Simple funding mechanisms may also be appropriate to help with the logistical costs of establishing and running a group activity e.g. catering, room hire, transport and printing. Such activities would also be well served by suasive policy approaches, particularly through the provision of networking information and access to existing tools that support skills and education development. This may help to short-cut the process of researching and designing guidance and training materials enabling more projects to focus on tailoring their offer to their target community.

Other examples of group-action in the inventory focus on sector level competitions e.g. the Schools Waste Prevention Plan competition in France, Too Good for the Trash schools competition in Germany or the Irish Green Hospitality Award Scheme. The Ministry of

²⁵ More information and links for all the examples described in Section 4 is given in the FUSIONS WP4 inventory, available at: <http://www.eu-fusions.org/social-innovations>

²⁶ <http://www.wrap.org.uk/content/evaluating-impact-wrap%E2%80%99s-cascade-training-programme-england-201112>

²⁷ Available from: <http://partners.wrap.org.uk/assets/4224>

Agriculture in the Netherlands ran a prize for good ideas to reduce food waste open to businesses and consumers.

In Leicestershire, UK, families were set a challenge to reduce their waste by at least one third under its Food Waste Challenge programme, while in Lochem, Netherlands, several supermarkets combined forces under the 'Food Battle' to reduce waste in their local area.

Such 'competitions' could be supported locally as part of the provision of public services. For example, a particular service – such as food waste recycling collections – could be targeted for active community-level engagement. Alternatively, local authorities could support a group's communications needs through their existing communication channels, such as newsletters and posters in the council buildings. Recent research from the Fabian Society²⁸ suggests that people have a strong attachment to the places they live – but it is as much about human relationships as it is about the natural or built environment – making a participatory challenge like 'Food Battle' so effective.

The same research goes on to suggest that people need to be able to feel they can effect change in their own backyard before they can change the world. A clear rationale for seeking to activate social innovation at a local / community level (though with social media these may not be geographically bounded in the same way as we have traditionally expected). Perhaps again it is suasive approaches such as providing databases of initiatives and contacts to support idea generation and networking that would be most effective.

4.2 Linking up haves & have nots

4.2.1 Exploring food redistribution initiatives

Food redistribution is perhaps the most universal social innovation tackling food waste. In 2013, the European Food Banks distributed 402,000 tonnes of food, equivalent to 804 million meals, to 5.7 million people in partnership with 31,000 charitable organisations. Examples of food surplus redistribution are so widespread across Europe, the WP4 inventory only mentions those that have gone beyond the original concept in some way and demonstrate waste prevention.

There are several examples of establishing 'directory' style services, to link up those with food surplus with those who are in food poverty. While this could be considered an information and networking activity (similar to the suasive approaches mentioned above) these sorts of activities are so prevalent and distinct from general information provision, they deserve their own investigation. They operate either with a focus on redistributing food surplus from businesses or, in a relatively new development, redistributing household-level food surplus.

Looking first at those which focus on redirecting food surplus from businesses to those in need, Food Cloud, in Ireland, allows registered businesses to upload details of their surplus food and the time period in which the food can be collected. Such online, decentralised models of food donation are an exciting build on traditional food bank or

²⁸ *Pride of Place*, Fabian Society, 2014. Available from: <http://www.fabians.org.uk/wp-content/uploads/2014/06/Pride-of-Place.pdf>

food donation approaches. The FUSIONS feasibility study run by the Hungarian Food Bank will drive change in food donation services within the hospitality sector by establishing new relationships between food service donors and recipients, while the social supermarkets feasibility study will establish what success factors and criteria are needed to situate a particular social supermarket model in a locality.

Those focusing on household-level food surplus take a different approach. For example, Partage ton Frigo in France has developed an app which allows you to take a picture of what you can't eat, name it, and share it on the app's database. Share your meal in the UK and the Netherlands operates on a similar basis making it possible to share your home cooking with your neighbours. Foodsharing.de from Germany works like an online supermarket, where people can sell and buy leftovers from their household to others. While anything you've grown, raised, or produced yourself can be swapped - apples for eggs, eggs for bread, bread for jam etc. as part of Apples for Eggs. These have the added dimension of connecting people directly to each other, creating compelling new social relationships between previously separate individuals.

In Belgium, newly launched 'Foodwe.org' operates across both the business and consumer audiences, enabling retailers, local producers and individuals within a neighbourhood to advertise their products on Foodwe.org, to prevent food which is still fit for consumption from going to waste.

The principal component is often some sort of database or map that provides visibility to donors and recipients.

There are some notable extensions to these sorts of services. Food Cycle in the UK combines volunteers, surplus food and spare kitchen spaces to create tasty, nutritious meals for people at risk of food poverty and in social isolation. The gleaning network, created by Global Feedback in the UK, coordinates teams of volunteers to collect fruit and vegetables that are leftover after harvest directly from the fields and provide it to local charities. This idea is now being made available across Europe through the implementation of feasibility studies in Poland, France and Spain, and development of a guide by the FUSIONS project.

4.2.2 Using policy to support redistribution of food surplus

With regards business-level food donation, key here perhaps for policy is the often discussed change to regulation that would allow those businesses donating food to be exempt from paying VAT on any donated food. Determining the current landscape of rules across member states would be a useful first step to harmonising the practice.

Another proposal has been the introduction of the Good Samaritan Act that limits the liability of donors for any food safety incident that occurred as a result for their donation. Such a law is in place in the US since 1996²⁹ and was introduced in Italy in 2003³⁰, with presentations on its effect discussed at the WP3 social camp event. The law seeks to encourage and increase food donation activities.

The current scope of business-donation activities, largely organised and driven by the non-profit sector, or even by private individuals in the case of 'Foodwe.org', indicates

²⁹ <http://www.gpo.gov/fdsys/pkg/PLAW-104publ210/pdf/PLAW-104publ210.pdf>

³⁰ http://ec.europa.eu/dgs/health_consumer/dgs_consultations/docs/ag/summary_ahac_05102012_3_feba_en.pdf

that other market-based or suasive approaches may support continued work to make more food surplus available for human consumption. Funding is needed to establish and run the technology behind platforms that provide a 'matching' service and they need to be well communicated in order to be used and therefore sustained. The FUSIONS feasibility study 'Surplusfood.net' is exactly that sort of action by the EC. It will fund the development, testing and use of online and SMS tools to decentralise food donation activities in Denmark and provide much needed evidence about the barriers and needs of supporting these sorts of initiatives.

One of the principal missions of the European Commission³¹ is to promote the competitiveness of the ICT industry and to support the take-up of ICT and e-business practices by European enterprises and citizens. Coupled with that however, is the need to improve access to social media and smart phone technology to enable more people to access for example, internet-based food surplus 'matching' services, particularly as they become more decentralised. The use of social media as the mechanism for some social innovations, as well as to communicate about social innovation activities, is a key aspect of improving their take up and spread. However, there are still large numbers of people without access. For this reason Neighbourly Hanger in Serbia has taken a physical approach to making food available to the poor, literally hanging it from a specially designed post in the street, rather than relying on e-technology.

4.2.3 Avoiding market distortions through policy mechanisms

The recent proposal for a revision to the Waste Framework Directive³² includes the following clause:

"In defining national food waste prevention programmes, Member States should set priorities based on the waste management hierarchy...In the case of food waste, it should be carefully assessed whether and for which categories of food waste, donation as well as the possible use of former foodstuffs in animal feed should be given priority over composting, creation of renewable energy and landfill. This assessment should take into account particular economic circumstances, health, and quality standards, and always be in line with Union legislation regarding food and feed safety, and animal health."

This raises a key question around how policy can best promote the waste management hierarchy to optimise food use, ensuring that as much food surplus as possible is made available for human consumption (usually characterised as preventing food from becoming waste). Often, the economic situation (price but also contractual obligations) dictates the route through which food surplus is managed. For example, a company may send its food surplus to anaerobic digestion rather than redistributing it to a charity.

It may be important for the policy framework to be strengthened to promote the *social value* of a particular management route, not just the economic value. Being able to evaluate the social impact is a key step towards this, and something that FUSIONS is investigating in WP1, led by the Swedish Institute for Food and Biotechnology. Policies such as VAT exemption and the Good Samaritan Act, mentioned above, as well as improved redistribution logistics and coverage, go some way towards promoting activities in line with the top of the waste hierarchy, but a way of quantifying and equalising the

³¹ http://ec.europa.eu/enterprise/sectors/ict/competitiveness/index_en.htm

³² <http://ec.europa.eu/environment/waste/pdf/Legal%20proposal%20review%20targets.pdf>

importance of social benefit as well as economic benefit may also be important. This will be further investigated through Task 3.2.1.

4.2.4 Social innovation food use business models

There is another type of example that's worthy of mention here. Several organisations have established commercial businesses to transform surplus food into new products for sale. Rubies in the Rubble use surplus fruit and vegetables to make jams and chutneys whilst employing and training people who are struggling to get back into work. Similar projects are Rejuice in the UK which produces fruit juices and smoothies from surplus fruits from London markets, and Snact which uses fruit surplus to make its fruit jerky.

There are existing examples of policy being used to support green entrepreneurs, for example through market-based approaches such as European Regional Development Funding. Such funding provides start-up support and advice, and supports entrepreneurs and small businesses to thrive, which is a key element of any successful economic approach at all policy levels. Such activities can simultaneously have environmental and social benefits as the above examples show. Perhaps the key to any support is enabling the transition from publicly funded initiatives, or even individually funded ones in some cases, to those with a sustainable business model. Being able to capture project benefits, in their widest sense (economic, environmental and social), and ensuring all relevant departments are linked into supporting the project's success is key.

4.3 Intervening in education

There are few examples of educational initiatives in the WP4 inventory, in part because they are difficult to characterise as social innovation. Often they are temporary or separate parts of the teaching programme rather than being embedded in the curriculum and thus fostering lasting relationships and change. However, developing educational programmes is potentially a key area where new policy could raise awareness of food waste and *instil values of social innovation* creation and participation (Figure 3) among young people by exploring ways of bringing social innovation initiatives into the learning process, and particularly by connecting educational delivery to existing social innovation projects in the local community.

One of the FUSIONS feasibility studies – Cr-Eat-ive Schools in Greece – is working to engage young children and their families in food waste prevention. It includes household-level action, collaboration between teachers and school catering staff, and the development of new educational materials to raise awareness and teach new skills and behaviours around waste. Other examples of intervening in the curriculum to re-educate children around food use have been shown in Denmark where Stop Madspild was run for Danish schools by Stop Spild Af Mad Movement in collaboration with The Danish Union of Teachers.

These ideas present an opportunity for regulatory approaches. New educational activities that combine food waste prevention and social innovation could be brought into school curriculums. Where good programmes exist at primary level, these should be extended to secondary level, where potentially there is less scope to bring in such topics. A key issue is that food waste can 'belong' to several subject areas: economics, food technology, geography, politics, citizenship etc. Yet, as mentioned in the introduction

(Section 2.1.1) we need to take both a food system view and cross disciplinary boundaries if we're to make a significant contribution to food waste reduction given its complexity.

Life-long learning is also an important element for consideration. Many of the examples given in the inventory are focused on fostering new food skills among adults. Ways in which food waste messages can be brought into adult education programmes are being explored, for example the UK Save More activities worked with adult education specialists to design activities that could be delivered as part of literacy, numeracy and budgeting training.

On another level, there is the ongoing need to educate our businesses both to help them identify actions they can take to reduce waste through social innovation in their own operations, but also to break down sectoral and disciplinary boundaries to enable sharing of good practice and organisational learning. Providing funding to support the creation and dissemination of adult and business-focused education is a key policy area for further exploration.

4.4 Creating an alliance

There are a few examples in the WP4 inventory where an alliance has been created to work collaboratively to reduce food waste, for example between the German Hotel and Restaurant Association (DEHOGA) and the Federal Ministry of Consumer Protection. The extent to which formal alliance structures can support social innovation, and therefore what policy structures are needed to underpin them, is an important area.

Alliances (also called voluntary agreements, frameworks for action or platforms etc.) may not in themselves demonstrate a social innovation. Considering the criteria for social innovation (Section 2.1), while they are often a new combination of existing elements and can cut across sectoral boundaries (for example the UK Courtauld Commitment³³ includes both food retailers and manufacturers), they don't necessarily yield new social relationships. Often the previous divisions, driven by competition and the customer/supplier relationship cannot be overcome. However, such voluntary agreements, in enabling knowledge sharing among potential actors and fostering the creation of new initiatives, can play a role in enabling social innovation at the food system level.

Alliances to reduce food waste are taking place at all geographical levels, for example:

- the UNEP Think Eat Save initiative and WRI Protocol at the global level;
- the FUSIONS platform and Food & Drink Europe Every Crumb Counts initiative at the European level;
- the UK Courtauld Commitment and French National Pact are operating at the national level; and
- Plataforma Aprovechamos los Alimentos, tackles food waste at the regional level in Catalunya, Spain.

Food waste is a "cross-silo" domain, both in terms of its goals, its primary aspects (environmental, social, food safety and hygiene, financial, legal etc.) and its stakeholders

³³ www.wrap.org.uk/courtauld

(agro-food, public, research and education, non-profit sectors and consumers). Partnerships among different players are therefore key.

Food waste oriented alliances could play an important role in driving social innovation. For example, the UK's Love Food Hate Waste programme, delivered in part under the Courtauld Commitment, has provided the expertise, partnerships, resources and vision for social innovations such as the Love Food Champions project and Save More activities.

A deeper analysis of these initiatives may help determine their key success factors and provide best practice, key indicators and criteria, both for enhancing the existing initiatives as well as for enabling the more efficient creation of new ones. An analysis of the genesis of existing initiatives (e.g. their goals, participants, activities and results), and particularly the role of policy in their establishment, would make a useful contribution to this debate. This could be overlaid with a review of how they are currently supporting social innovation, and the barriers and opportunities of including an emphasis on social innovation mechanisms within their delivery framework. Such work may align closely with inserting more social innovation approaches into CSR and public procurement activities mentioned above (Section 3.2).

EU policy might encourage voluntary collaboration to build on the contribution of an individual company CSR by: helping companies share good practice, building bridges between large companies and small organisations, making the potential contribution of social innovation more visible through system-wide measurement, and promoting system wide collaboration and change, for example, by promoting social innovation as a delivery mechanism at all stages of the food chain.

Experience of UK is that Government involvement (directly and / or through a brokering organisation like WRAP) is seen by industry as important in helping legitimise collaboration in the context of Competition Law. This creates the enabling context for dialogue to identify opportunities for social innovation and provides a forum where small organisations can engage large companies, which allows their contribution to become more visible as part of a whole system view. A recent example is the UK Food Redistribution Industry Working Group³⁴, which brought together retailers, manufacturers, wholesalers, charities and other industry bodies and collectively they have been able to share good practice and build on the good work already being undertaken.

4.5 Doing something disruptive

Several examples listed in the inventory represent a *disruptive* intervention, which potentially have the greatest resistance to being adopted. It is, therefore, our assertion that what is key to their success is the parallel development of a supportive social infrastructure to facilitate the required behaviour change that will lead to its adoption.

Whilst a disruptive intervention may grab the headlines, its acceptance and use, underpinned by a new way of doing things, is what will enable it to be sustained and deliver the change it set out to achieve. To illustrate this point, let us look at the introduction of retailer trials of new promotional mechanics in the UK and the

³⁴ <http://www.wrap.org.uk/content/insights-and-action-identified-food-redistribution>

Netherlands. In effect 'Buy one get one free' became 'Buy one get one free next time' or similar. The assumption was that people may buy more than they can use in order to get the value from the offer. By making half the quantity available at a later date, the risk that any excess would be thrown away ('it was free anyway') would be reduced. Beyond the technical, logistical and economic changes required to introduce such a change to the retail environment, and associated communications activities, there is a need for social and behavioural change to ensure that the new mechanic is taken up by customers. The trials have not been progressed and while the reasons are not known, it may be that the supporting social infrastructure (e.g. keeping hold of vouchers or receipts, planning how you'd use the product at a future point etc.) that enables such changes to become embedded were missing.

There are several other examples of disruptive change listed on the inventory. The waste of food in buffets was targeted through a Dutch project that sought to reduce the quantity of food available in the last minutes before the buffet closed. Its success relied on buffet patrons *accepting* the change and modifying their behaviour accordingly (potentially changing the time they arrived at the buffet). In Italy, a new store was opened that merchandised its products via bulk dispensers rather than pre-packed. Eco-point allows customers to take exactly what they need, potentially limiting waste, but relies on an acceptance of the new dispenser system and customers' advanced preparation to take suitable containers to the store.

The People's Kitchen within the People's Supermarket creates nutritious ready meals for customers to buy and eat at home from all the products that are approaching their expiry date that are sold in-store. A similar idea has been implemented by retailer ICA Malmborgs Tuna in Sweden, and very recently as part of In-Stock pop up restaurant in Amsterdam, Netherlands. Again, these require people to think differently about ready-prepared food and the role of their supermarket in directly producing food.

Unilever worked with the Stop Spild Af Mad Movement in Denmark to introduce 'doggy bags' at its food service outlets to reduce food waste. Initiatives such as this have been introduced in many places and rely on a new dialogue between staff and customers about leftovers, food safety and planned use of the food taken home.

In the UK, an example of a local council taking direct action was found in Middlesbrough where local gardeners and growers with surplus fruit, vegetables and flowers were invited to sell them at a popular fortnightly event. A similar idea was seen at the Keelham Farm Shop (UK). This time local gardeners and allotment holders with surplus fruit and vegetables were encouraged to bring in excess produce to be sold in exchange for credit in the shop. A different approach was trialled in Finland. Saa Syödä established a food exchange system within a block of flats to help people to share their food surplus instead of discarding it. All require a new way of interacting with the local community, local organisations and food.

These examples illustrate the need for *social* innovation to be an *integral part* of implementing any technical or behavioural innovation. Given this will largely need to be delivered within the project, it may be that policy has a limited role in individual behaviour change though sharing good practice will be useful. Instead the primary role for policy may be in establishing supportive foundations for behaviour change. Suasive approaches that raise awareness of pressing environmental and social challenges, and engage citizens in their responsibility and ability to help tackle them are essential to underpin non-policy-led innovation.

The majority of those examples given above are developed as partnerships between businesses, research and academic institutes and the non-profit sector. The support mechanism may well be, therefore, that EC-funded innovation programmes should encourage cross-sector partnership and facilitate new entrants to access funding mechanisms and support networks. This is already happening, for example, the FUSIONS feasibility study 'Order-Cook-Pay' in Sweden will test the implementation of a new proactive ordering system in school canteens. Combining the knowledge of academics with school caterers and teachers will ensure that alongside testing the new technology, consideration will be given to how the initiative will be communicated to staff and pupils as it is introduced, and how it will give ongoing feedback.

Setting the agenda through clear ambitions around food waste prevention, such as the recent proposal to revise the Waste Framework Directive³⁵ to include a target to reduce food waste by 30% by 2025, helps to justify investment and effort in piloting disruptive approaches. But their success relies on the effective execution of the disruptive solution and mechanisms to *bring people with them*, through stimulating a social innovation around the idea. The most obvious example of this is the development and take-up of social media, which relied on technical innovations *and* social innovation to make its use part of daily life.

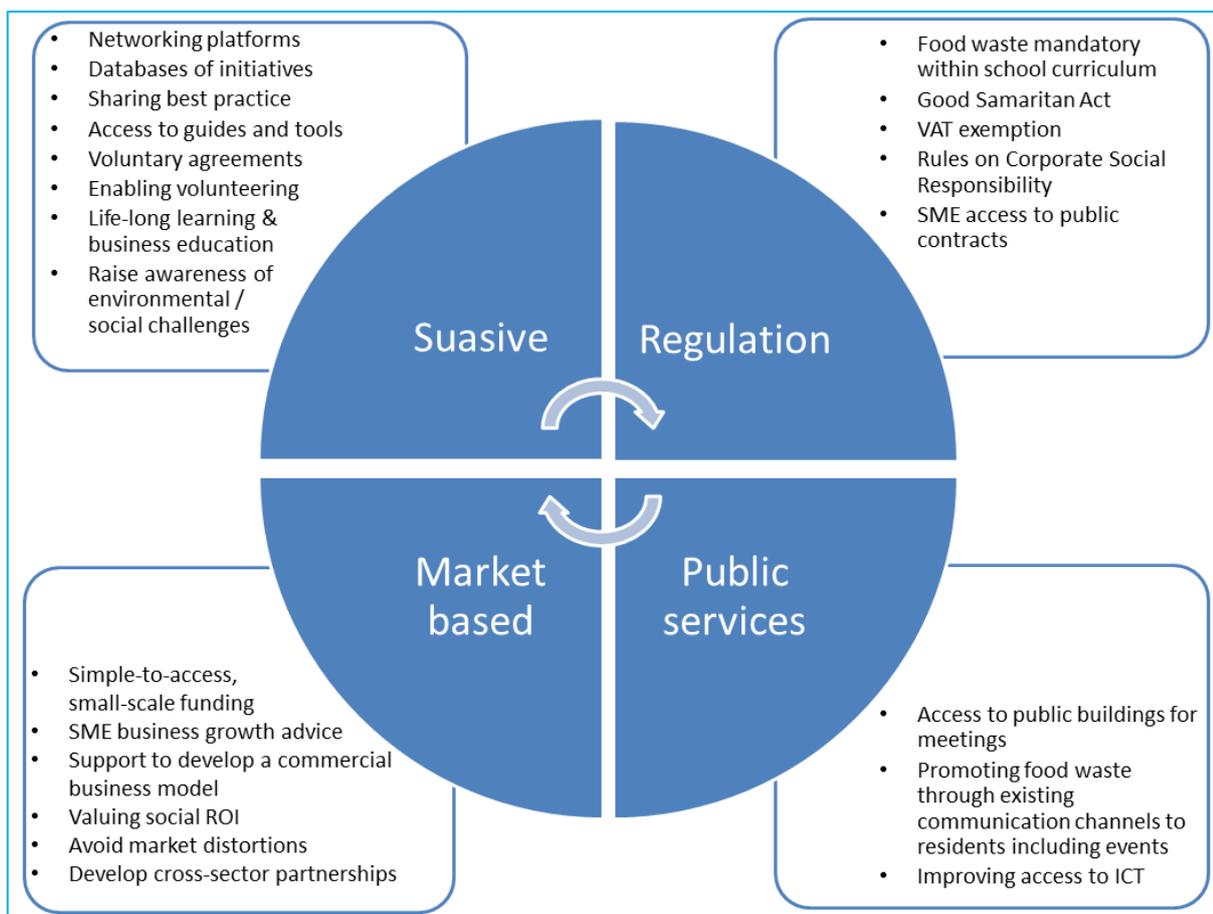
³⁵ <http://ec.europa.eu/environment/circular-economy>

4.6 Summary

Tackling food waste is one of the most important priorities for this generation. It has its own significant benefits, including business and consumer cost savings, and the reduction in environmental impact of food production and waste management. Yet, as shown in the inventory, by using social innovation, food waste prevention projects can *simultaneously* have social benefits from reducing social isolation to improving access to nutritious food. There are numerous actions being taken across Europe and at all points of the food supply chain to reduce food waste. Many of these are using social innovation as a delivery mechanism with significant effect.

The above analysis is summarised in Figure 4. Policy can enable and facilitate the creation, use and scaling of social innovation activities in a number of ways. The central circle in Figure 4 shows the four policy instruments FUSIONS is using to catalogue policy approaches while the boxes identify the key actions that each instrument could take to support social innovation. These ideas could be viewed as the policy framework conditions that could support social innovation to continue to tackle food waste in the future.

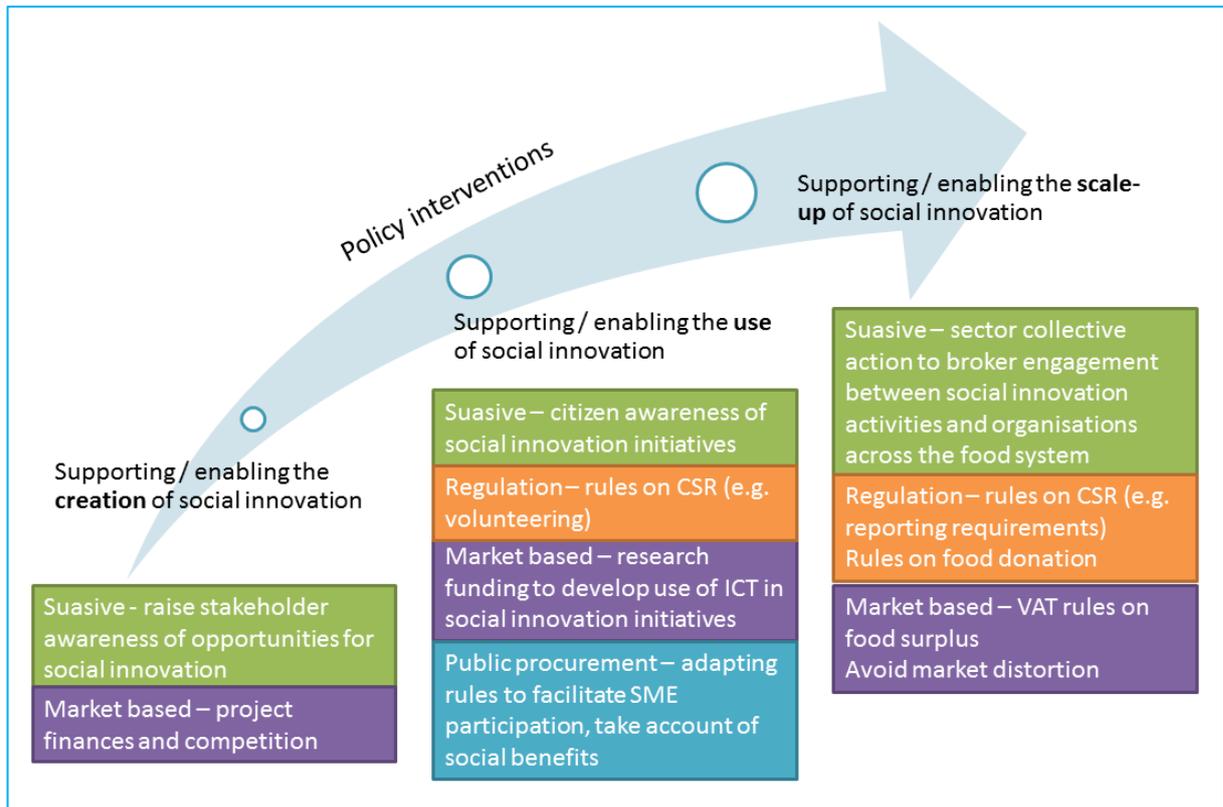
Figure 4 – Initial categorisation of potential policy support to social innovation



Reflecting on the many examples of social innovation initiatives and policies presented in this paper, it is clear that policy has a role in all three stages of the social innovation cycle – creation, use and scale-up (Figure 5) – but arguably the most important role for policy is in the ‘scaling up’ stage rather than in stimulating the initial innovations, which

by their nature are not very predictable. FUSIONS WP4 has a specific task to aid the spread and dissemination of social innovation initiatives, which it is doing through the FUSIONS Platform (WP2) and its own communication activities. An important WP4 deliverable will be the evaluation of the feasibility studies which will aim to present a comprehensive view of how they were delivered, and the wide spread of impacts they achieved. This may support policy impact assessment methods to value social, environmental and economic impacts equally.

Figure 5 – Ways in which policy can support each social innovation stage



At the start of the FUSIONS project, social innovation to prevent food waste was a largely unexplored research area. Much has been learned through the investigation and discussion carried out by WP3 and WP4, and particularly through the active development of new social innovation projects (WP4 feasibility studies). We look forward to continuing the learning journey into the role policy can play in supporting social innovation through WP3. FUSIONS will continue to investigate and build on the initial ideas described in this paper so that we can build up strategies for improved policies to reduce food waste by promoting social innovation initiatives.

5 Taking our ideas further

5.1 Suggestions for further study

The purpose of this paper is to position FUSIONS for further exploration under WP3 of how policies could be improved to stimulate social innovation activities that prevent food waste.

5.1.1 Next research steps

The key future action will be to review the inventory of policies (Task 3.1) for examples of policies affecting social innovation initiatives e.g. VAT on food donation, and making a separate analysis that could inform Task 3.2.3. What are the major obstacles social innovation faces in terms of gaps in existing policies? What are the policy priorities, which will be most influential and which could impact on the biggest tonnages of food waste?

It will also be crucial to analyse how the EU activities in Section 3.1 are brought into national and local policy, particularly considering EU competence in specific policy areas. This is partly to ensure that policies that support social innovation are implemented at the correct level but also to determine if the relevant structures exist at Member State or regional government level to implement and tailor EC initiatives.

Potentially, the task focused on understanding socio-economic policy incentives (Task 3.2.1) could review market failures which merit policy intervention e.g. missing information (lack of communication between players in the food system) or missing incentives etc. Furthermore, it could assess the role for policy makers to ensure they avoid market distortions from their policies, for example, where renewable energy policies subsidise anaerobic digestion potentially to the detriment of redistribution.

Finally, a key aspect of further work will be to understand the food waste and social innovation barriers from the policy perspective. What might we learn from the huge body of literature on policy impact studies, on adjacent topics to food waste, about how policy can overcome these barriers.

5.1.2 Questions that might be addressed through future work

- How scaleable or replicable is social innovation given it's grounded in its [local] context & the way participants understand their environment? There are two elements to this question:
 - What can FUSIONS WP4 do to support consortia approaches that are able to replicate the feasibility studies through innovative partnerships? Potentially this would enable the best practice to be adapted and adopted in a context-sensitive and context-relevant way.
 - If an initiative cannot be scaled or replicated, because it is specific to its context, what impact will that have on its *value* to policy makers and other stakeholders, in terms of justifying further funding?

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- How might the context and 'local' nature of most social innovations restrict the relevance of policy approaches? At what level is policy needed and what policies at EU, national, local level would help? How does each level of policy interact, and particularly which level has the most scope to stimulate new initiatives? The work in Task 3.1 will support this exploration by examining the different policy measures adopted at EU and national level. As FUSIONS progresses to make policy recommendations through WP3, we will explore how the EU can provide the shaping conditions and criteria within which the Member States can create relevant national approaches.

It might be that the multi-nationals are key here (related to the CSR agenda noted in Section 3.2.1) given they can operate at the EU level whilst simultaneously support local action. Potentially, a next step would be to create a map of engagement that indicates who the players are at different levels, linking back to the levels at which our WP4 initiatives are operating.

- What are the implementation and dissemination possibilities for existing successful social innovation initiatives EU-wide and what role can policymakers play? There is a key step beyond providing information to *using* that information to deliver change. Making the information recognisable and transferable is key, but also accessible and relevant. Given supermarkets are a place for most of our dialogue and reflection around our food system, what role (linked again to CSR) can they play in this?
- How can we improve the visibility of existing actions and sharing of best practice across sectors? While FUSIONS is being delivered for the environmental policy makers (notably DG ENVI) there are wider implications of using social innovation to reduce food waste. As indicated in Section 2.1, social innovation projects are social in their ends and in their means. In other words they are driven by people with socially recognised goals. While our primary purpose is reducing food waste, each of our feasibility studies has a social purpose as well as a food waste reduction purpose.
For this reason, our policy customer may well extend beyond the environmental leads, to other DGs focused on, for example, health, unemployment and social exclusion. Indeed it could be that joining forces to implement social innovation projects from both angles could be the most fruitful outcome of this work, given much of the social innovation emphasis to date (Section 3.1) has been on improving the social rather than environmental aspect of sustainability. Delivering projects that can meet two complementary but distinct policy goals will maximise our impact from any investment and, in crossing sectoral boundaries, in itself characterise a social innovation.

Stimulating social innovation through policy measures

By investigating the literature and current policy approaches to enabling social innovation, this paper analyses the inventory of existing initiatives (created in WP4) with a view to fuelling a debate around what sorts of enabling policy structures are needed to maximise the development of new social innovations, which *exist through active participation*, and who can make such structures a reality.

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|-----------------|---|
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