VALUE CHAIN COORDINATION
GETTING STARTED

A National Good Food Network Webinar
July 26, 2018
Webinar Overview

- Tech Orientation
- Welcome
- Why Food Value Chain Coordination
- Planning for Evaluation in Value Chain Work
- Lessons from Communities Unlimited
- Lessons from Texas Center for Local Food
- Evaluation summary
- Q & A
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Ellie Bomstein
Wallace Center at Winrock International
About the Wallace Center

The Wallace Center develops partnerships, pilots new ideas, and advances solutions to strengthen communities through resilient farming and food systems.

- National Focus • Systems Change
  - Multi-Sector Partnerships • Market-Based Solutions

Key Strategies
- Peer Networking and Outreach
- Capacity Building, Training and Technical Assistance
- Documenting and Sharing Replicable Models and Innovations
- Applied Research and Knowledge Development
HOW TO FIND US

- Wallacecenter.org
- NGFN.org
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Jim Barham
USDA Rural Development
Food LINC

Leveraging Investment for Network Coordination
Food LINC: Background

- **Purpose:** 3-Year Pilot to fund Value Chain Coordinators (VCCs) to link primarily rural producers to urban markets where demand is high for local food.

- **Public-Private Partnership:** $1M initial USDA investment unlocking $1.7M in other Federal funds and $2.8M from private funders to date

- **Expected Outcomes:** Increased revenue to local producers, job creation along the value chain, and increased access to healthy, affordable food.

- **Vision:** Elevate the value of this work, leading to longer-term support from public & private funders.
## Public-Private Partnership

**Federal Partners ($2.7M)**
- USDA Rural Development
- USDA Agricultural Marketing Service
- USDA Natural Resources Conservation Service
- Appalachian Regional Commission
- Delta Regional Authority

**18 Philanthropic Partners ($2.8M)**
- Agua Fund
- Assisi Foundation
- CoBank
- The Duke Endowment
- Gates Family Foundation
- Hyde Family Foundation
- Kate B. Reynolds Charitable Trust
- Kentucky Agricultural Development Board
- Oak Foundation
- The One Foundation
- Prince Charitable Trusts
- RSF Social Finance
- 11th Hour Project of the Schmidt Family Foundation
- Surdna Foundation
- Thornburg Foundation
- Town Creek Foundation
- Z Smith Reynolds Foundation
Defining Food Value Chains
What is a Food Value Chain?

The food value chain may look a lot like a traditional supply chain on the surface, but . . .

- Businesses intentionally structure their core operations to **produce both financial success and social benefit**

- Shared mission and operational values support decisions and processes
How Do We Create Value Chains?

Key Takeaway:
It’s Not About Infrastructure, It’s About Relationships!
➢ The best investment is often in human capital – i.e., Value Chain Coordinators

www.ams.usda.gov/services/local-regional/food-value-chain
"In theory, decentralization is a good idea ... But it is like an orchestra; the danger comes if it is not monitored and coordinated."

--Zafar Khan, Societe Generale analyst
Roles of a Value Chain Coordinator (VCC)

<table>
<thead>
<tr>
<th>Role</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Matchmaker</td>
<td>Identify and connect key stakeholders through referral services and other forms of short-term or one-off engagement. This “public interest broker” role is key to development of food value chains because many businesses are stepping outside their normal channels to find new collaborators.</td>
</tr>
<tr>
<td>Convener/Relationship Builder</td>
<td>Build the necessary relationships across the food value chain by engaging key stakeholders, maintaining communication channels, and fostering a trusting environment. Examples include convening stakeholder meetings, forming working groups, and implementing other forms of longer-term engagement.</td>
</tr>
<tr>
<td>Technical Assistance</td>
<td>Work with food value chain members to build capacity through education and training programs in such areas as sustainable production practices, food safety, marketing/branding, etc.</td>
</tr>
<tr>
<td>Policy Thought Leader</td>
<td>Raise policy issues and partner with others to address policies and procurement requirements, such as bidding procedures and preferred-vendor practices that may interfere with the ability of food value chains to access certain marketing channels.</td>
</tr>
<tr>
<td>Resource Prospector</td>
<td>Identify and pursue resources, such as grants, loans, and services to support value-chain collaborators as they develop their enterprise.</td>
</tr>
<tr>
<td>Catalyst/Innovator</td>
<td>As a resource prospector, value chain coordinators can also utilize grants and other external resources to test new business models and thus lower the financial risk of the businesses engaged in the value chain.</td>
</tr>
</tbody>
</table>
Wallace Center at Winrock International facilitates and manages a Community of Practice with these 13 groups with funding from the Surdna Foundation and USDA Rural Development.
Two emerging subsets of Value Chain Coordinators (VCCs) – **Social Enterprise VCCs** and **Relational VCCs**. Social Enterprise VCCs are part of an organization with hard infrastructure assets, such as being housed in a food hub or kitchen incubator. Relational VCCs are not part of an organization with infrastructure assets. They tend to be housed in community development organizations, conservation organizations, or local governments, and they focus more on connecting existing businesses and stakeholders.
That’s It!

Jim Barham
Innovation Center
USDA Rural Development
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www.usda.gov/topics/rural/rural-development-innovation-center
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Rebecca Dunning
NC State
Planning for Evaluation in Value Chain Work

• **Possible Goal(s):** increased producer income, reduced farmland loss, improved community member health, leadership growth among youth...

• **Value Chain Approach:** leverage partnerships and support businesses to create a value chain from producer to market
Evaluation Data: It’s a Time/Money Thing

No Time  Unlimited Time
No Funds  Unlimited Funds
No Expertise  Complete Expertise

Lamb raised on a solar farm right here in North Carolina.
Sun-Raised Foods • Louisburg, NC
Evaluation Data: It’s a Time/Money Thing

- No Time ↔ Unlimited Time
- No Funds ↔ Unlimited Funds
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Lamb raised on a solar farm right here in North Carolina.
Sun-Raised Foods • Louisburg, NC
Evaluation Data: It’s a Time/Money Thing

No Time ↔ Unlimited Time
No Funds ↔ Unlimited Funds
No Expertise ↔ Complete Expertise
No Goodwill ↔ Abundant Goodwill

Lamb raised on a solar farm right here in North Carolina. Sun-Raised Foods • Louisburg, NC
Leverage Business Partnerships

• **Approach:** leverage partnerships to create a value chain from producer to market

• Think of **access to outcome data** *from the get-go* as an outcome in itself that needs planning and work

• Spend the time to **build goodwill** with business partners
  • Understand (and be accepting of) the incentives of the business partners
  • Collect data of use to other partners – bring something to the table
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Brenda Williams
Communities Unlimited
Supply Value Chain Coordination #1 – Mid-South Food LINC

- Objectives
  - Expand the producer-to-consumer network
  - Increase small-scale farmer production in Memphis & surrounding rural Delta towns to serve low-income residents in food deserts

- Background
  More than 40 years working with rural communities located in the Mid-South Delta Region

- Gaps in Value Chain
  - Aggregation
  - Vegetable processing
  - Transportation
  - Very few GAP Certified farms
Supply Value Chain Coordination
#2 – Collaborator

- Identifying a Key Champion
- Securing Anchor Demand Customer
- Scheduling Meetings with Strategic Partners
- Recruitment of Growers
- Support from local foundations
Improve access to local foods in schools in Memphis and the Mid-South Delta Region

Farm-to-School

Key Value Chain Partners:

- Shelby County Schools
- KQ Communications
- Growers Engaged with Food LINC
CONTACT INFORMATION

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Healthy Foods Coordinator
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Sue Beckwith
TX Center for Local Food
Food Value Chain Coordination
#1 - Alignment & Self Assessment

• Vision: Sustainable Texas food systems that are healthy for people, animals, and the planet.

• Mission: Sustain Texas rural communities and family farms and ranches through local food economic development.

• Our Value Chain work: instigate, catalyze; specific projects to move food from rural to urban and money from urban to rural.

• Self assessment for VC work: trusted by farmers, 10 years working with and as a farmer; business skills, natural collaborator; org was new

• Identify existing initiatives that you can contribute to and where your expertise will be needed/appreciated

• Gaps in skills: fundraising, storytelling, measuring social network development, lack of understanding of mainstream supply chain
Texans spend $56B on food each year
Food Value Chain Coordination #2 - Collaborate and Partner

• Humility is key! We are here to share resources.

• Visit with potential collaborators - leverage existing work

• Gather data with interested partners: Food Policy Board, St. David’s Foundation Price Study, City of Austin Good Food Purchasing Program

• Present ideas for supply value chain coordination

• Let’s do this together!

• Work to vested interest - legitimately

• Find champions with influence
## Food Value Chain Coordination

### #2 - Collaborate and Partner (Example)

#### Give-Get Worksheet

**Project:** Supply Value Chain Coordination

<table>
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<tr>
<th>Potential Partner</th>
<th>GIVE</th>
<th>GET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Austin Independent School District</td>
<td>time, money for local food procurement</td>
<td>satisfied parental demand, satisfied political pressure, Healthier students</td>
</tr>
<tr>
<td>Elgin Economic Development Corporation</td>
<td>money</td>
<td>local jobs</td>
</tr>
<tr>
<td>City of Austin Office of Sustainability</td>
<td>time, stature, convening</td>
<td>pragmatic projects to implement &amp; test policy</td>
</tr>
<tr>
<td>Texas Center for Local Food</td>
<td>knowledge of grower needs, trust of growers; time, money</td>
<td>support mission; satisfy funders</td>
</tr>
</tbody>
</table>
Food Value Chain Coordination
#3 - Know Your Data

• Why talk about institutional sales? Do the prices work for farmers? Price Study of Specific Vegetables funded by St. David’s Foundation: Broccoli, light processing

• City of Austin Good Food Purchasing Program - buyers $25M annual food budget
  • University of Texas
  • Austin School District
  • Austin Convention Center

• Capital Area Council of Governments: maps, economic data

• Elgin School District, Elgin Economic Development Corporation: $800,000 toward Elgin Food Center (ELF)
Food Value Chain Coordination
#4 - Satisfy Vested Interest

Vested Interest

- Quality Local Jobs
- Resilient Food Supply
- Healthy Food Access
- Strong Community
Food Value Chain Coordination
#4 - Satisfy Vested Interest (Example)

Jobs in Local Agricultural Enterprise

Quality Local Jobs

Healthy Food Access

Resilient Food Supply

Strong Community

Support shared vested interest
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Rebecca Dunning
NC State
Questions And Answers

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WEBINARS ARE ARCHIVED

TOPICS!

http://ngfn.org/webinars
Upcoming Webinars

- Currently creating a PACKED Summer and Fall
- Webinars usually:
  - On Thursdays
  - Start at 3:30pm ET / 12:30pm PT
- Next one is NEXT WEEK!
  - Food Hub Benchmarking Study 2018

http://ngfn.org/webinars
Value Chain Coordination Webinar Series

- **Getting Started - today!**
- **Bringing People Together – Aug 30**
  - The art and science of “convening”
- **Making Matches – Sep 20**
  - Effective “market matchmaking”
- **Creating Partnership Through Policy – Oct 25**
  - Intelligent government and inter-business policies

All webinars include
- Instructive and inspirational stories
- Different, relatable perspectives
- How to measure impacts

http://ngfn.org/webinars
STRONGER AS COMMUNITIES

- Food Hubs
  - bit.ly/foodhubtalk

- Value-Added Processing
  - bit.ly/proctalk

- Food Systems Leadership Network
  - wallacecenter.org/fsln

Want more information about any of these? Let us know in the post-webinar survey.
Food Systems Leadership Network

A national Community of Practice for staff and leaders of non-profit, community-based organizations working on food systems change.

Focused on:

- Systems leadership development
- Strengthening operational and management capacity
- Sharing and adapting cutting-edge program strategies
- Supporting, celebrating, connecting and investing in the diverse individuals and organizations working on food systems transformation!
Food Systems Leadership Network

- Content, services and opportunities tailored to food-focused non-profit sector
  - subscribe to our Visionary Voices podcast on iTunes!

- Must be 501c3 to benefit from services; priority support to emerging leaders, people of color & historically excluded communities

- No cost for membership

- Mini-grants, Scholarships, Mentorships, Non-profit Bootcamp Series, Leadership Retreats and More!

www.wallacecenter.org/fsln
WALLACE CENTER’S PASTURE PROJECT WEBINARS

- A movement of farmers and farmland supporters helping land managers reintegrate livestock rotation in the heart of Upper Midwest farming

- Webinars
  - [pastureproject.org/events](pastureproject.org/events)
  - Upcoming:
    - July 30: Achieving Financial Success with Grazing Cover Crops
  - Archived:
    - Adaptive Grazing 101 series
    - Financial Planning and Funding Options for Successful Grazing
    - Creating a Whole Farm or Grazing Plan: Who/What/When/Why/How
    - … and several more!
HTTP://NGFN.ORG

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