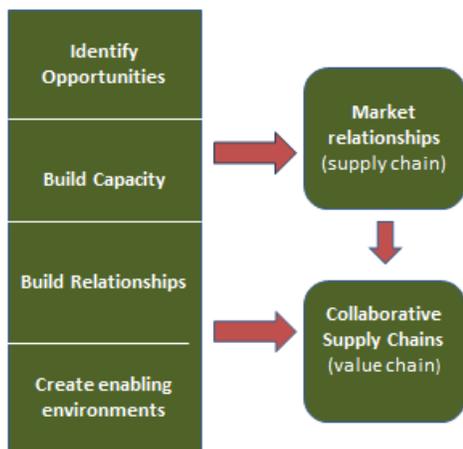


Framework

Building the Value Chain



Connecting Value Chain Work to Value Chain Roles



Application

Connecting Value Chain Work to Value Chain Roles



Connecting Value Chain Work to Value Chain Roles



Evaluating Value Chain Work and Value Chain Impacts	Outcome Evaluation	Developmental/Emergent Evaluation
Purpose	Judge success of what was implemented to judge overall program success, used to determine what can be expected of similar programs implemented elsewhere across contexts	Improve implementation over time in specific contexts; guide social change efforts; provide guidance for program implementation in multiple contexts
Measurement and Standards	Specified before implementation; generalizable across time and space; systematically applied	May have initial specification but can change over time; may not be generalizable across time and space; may not be systematically applied

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What is Food LINC?

Food LINC, which stands for Leveraging Investment for Network Coordination, is a food systems initiative spearheaded by USDA and its philanthropic partners to increase farm viability and food access by linking farmers to local markets. Thirteen organizations have been selected to support a full time “value chain coordinator” who will provide local food sector coordination services, such as market matchmaking, providing technical assistance, and identifying resources to support farmers and other businesses in the value chain. \$2.7 million has been committed by USDA and its federal partner agencies and each organization is expected to raise matching funds.

Philanthropic Role

Philanthropy has committed \$2.8 million in matching funds to support this initiative. Philanthropy is also funding a national nonprofit organization to provide a learning network among the value chain organizations. This support will enable the initiative to cover an array of metro regions and enable the work to continue in sufficient duration to generate and evaluate impact.

What do Value Chain Coordinators Do?

Food value chains differ from typical food supply chains in that they are *intentionally structured to produce both business success and social benefit*. Given this intentionality, it often takes a particular person or team of people to build the initial relationships with supply chain actors and to find a shared set of mission and operational values. These value chain coordinators may play multiple roles in the development of food value chains, including:

- Market Matchmaker** - Identify and connect key stakeholders through short-term engagement.
- Convener/Relationship builder** - Build the necessary relationships across the food value chain by engaging key stakeholders, maintaining communication channels and fostering a trusting environment.



- Resource prospector** - Identify and pursue resources, such as grants, loans, and services to support value-chain collaborators as they develop their enterprise.
- Policy thought leadership** - Raise policy issues and partner with others to address policies and procurement requirements.
- Technical assistance provider** - Work with food chain members to build capacity through education and training programs in such areas as sustainable production practices, food safety, marketing/branding, etc.
- Catalyst/Innovator** - Utilize grants and other external resources to test new business models and thus lower the financial risk of the business engaged in the value chain.

Organizations and Locations

- 1 La Montanita Co-op
- 2 Rocky Mountain Farmers Union
- 3 Communities Unlimited
- 4 The Conservation Fund
- 5 Louisville Farm to Table
- 6 Common Market Georgia
- 7 Appalachian Sustainable Development
- 8 Metro Washington Council of Governments
- 9 Fair Food
- 10 Soul City Hospitality
- 11 Family Farmed
- 12 Texas Center for Local Food
- 13 Food Commons Fresno



Impact Outcomes

Through this public-private partnership, the initiative can expect to yield a high return on investment through increased revenue to local producers, discernible job creation along the value chain, and increased access to healthy, affordable food.