CHANGING ATTITUDES, CHANGING AMERICA'S FOOD SYSTEM

INTEGRATED FARMING SYSTEMS INITIATIVE PHASE 2 LESSONS LEARNED

W.K. KELLOGG FOUNDATION

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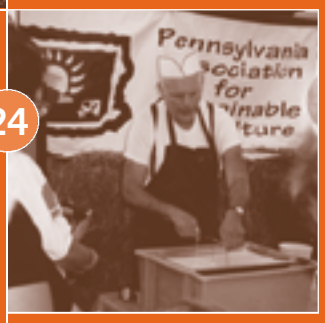

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About this Report

This report focuses on the highlights of what the Kellogg Foundation learned from the Integrated Farming Systems Phase 2 initiative. It was compiled from a series of reports from evaluations conducted between 1999 and 2002 led by JoAnne Berkenkamp in conjunction with Pam Mavrolas. Many of the reports are posted on the Web at www.wkkf.org.

Their evaluations explored five key areas:

- changes in farming systems and agricultural practices,
- policy and institutional change,
- market-based change,
- lessons for the Foundation in its work as a supporter of integrated farming systems, and
- leveraging of financial resources in support of Phase 2.

What the Foundation learned in each of the five areas is identified in the following chapters.

preface

The W.K. Kellogg Foundation embarked on an ambitious and important effort in 1993—to influence the direction of our nation's food system.

With the belief that people can overcome most challenges themselves if they have help, the Foundation funded community-based projects across the country through the Integrated Farming Systems (IFS) initiative. The first projects focused on helping people and their communities overcome barriers that might prevent them from adopting sustainable agricultural production systems. There were technical hurdles, policy and economic obstacles, institutional questions and perhaps the most challenging of obstacles—entrenched personal attitudes and beliefs.

In the first phase, attitudes were changed, new relationships built and technical knowledge of alternative systems grew. These successes provided the foundation for the second phase where economic, policy and institutional barriers were addressed, while continuing to build on the farming systems change projects from the first phase.

This report documents the lessons learned from the second phase of the initiative, which truly brought about meaningful change and set the stage for the Food and Society initiative.

I am particularly proud of the work accomplished by the many organizations that undertook this work. After reading through the following chapters, I am sure you will understand why.

Dr. Oran Hesterman
Program Director
Integrated Farming Systems

introduction

INTEGRATED FARMING SYSTEMS: CONCEPT AND PURPOSE

The Integrated Farming Systems (IFS) initiative was launched by the W.K. Kellogg Foundation's Food Systems and Rural Development programming area in 1993 and continued through two phases, ending in 2003.

The Integrated Farming Systems initiative envisioned that farmers, rural communities and consumers would be better served by a more "integrated" farming system. That is, a system that combines preserving the environment; protecting the health of farmers, their families, neighbors and consumers; providing a decent income and a high quality of life for farm families; sustaining vigorous rural communities; and producing plentiful, nutritious, affordable food.

The first phase sought to build relationships, groups and networks; test, demonstrate and promote different production practices; stimulate institutional and policy change, and explore how the market could be used to create change.

LARRY CLEVERLEY USES SUSTAINABLE FARMING PRACTICES TO GROW SPECIALTY PRODUCE ON HIS MINGO, IOWA, FARM. HE SELLS THE PRODUCE LOCALLY TO WHITE TABLECLOTH RESTAURANTS, NATURAL FOOD STORES AND A FARMERS' MARKET. CLEVERLEY IS A MEMBER OF PRACTICAL FARMERS OF IOWA, AN IFS PHASE 1 GRANTEE.

Two goals were established:

- to help farmers adopt more integrated and resource-efficient farming systems, and
- to assist farmers and others in rural communities to address the barriers associated with adopting more resource-efficient and integrated farming systems.

This included encouraging farmer adoption of sustainable farming practices. Sustainable agriculture is an agricultural production and distribution system that: (1) achieves the integration of natural biological cycles and controls, (2) protects and renews soil fertility and the natural resource base, (3) optimizes the management and use of on-farm resources, (4) reduces the use of nonrenewable resources and purchased production inputs, (5) provides an adequate and dependable farm income, (6) promotes opportunity in family farming and farm communities, and (7) minimizes adverse impacts on health, safety, wildlife, water quality and the environment.

Phase 1: The Early Years, 1993 - 1998

With these goals and strategies in place, the first phase was launched in 1993, and by 1994 the W.K. Kellogg Foundation had supported about 18 projects across the United States through grants totaling $15 million.

Each project had similar attributes:

- focus on several barriers with an overall goal of changing current farming systems so they would be less dependent on commercial pesticides and fertilizer and therefore more sustainable;
- involve multiple partners (at minimum a research institution—usually a land-grant university), one or more community-based or non-profit organizations, and farmers; and
- include farmers and rural community members and their organizations in central roles.

Most farmers involved in the first-phase projects had been involved in integrated agriculture before the initiative began. They tended to be innovators and early adopters of new strategies and technologies, and were independent rather than contract producers. About half of the projects included rural community members who were not farmers.

About one third of the projects included relationships with established processing or marketing corporations, such as supermarket chains, farmers' markets, and fruit and vegetable packers and shippers. Seventeen of the 18 projects developed 170 marketing ventures to expand opportunities for integrated farming systems-oriented farmers. This expansion was a response to the recognition that natural and organic foods were among the most rapidly growing segments of the food industry of the 1990s.

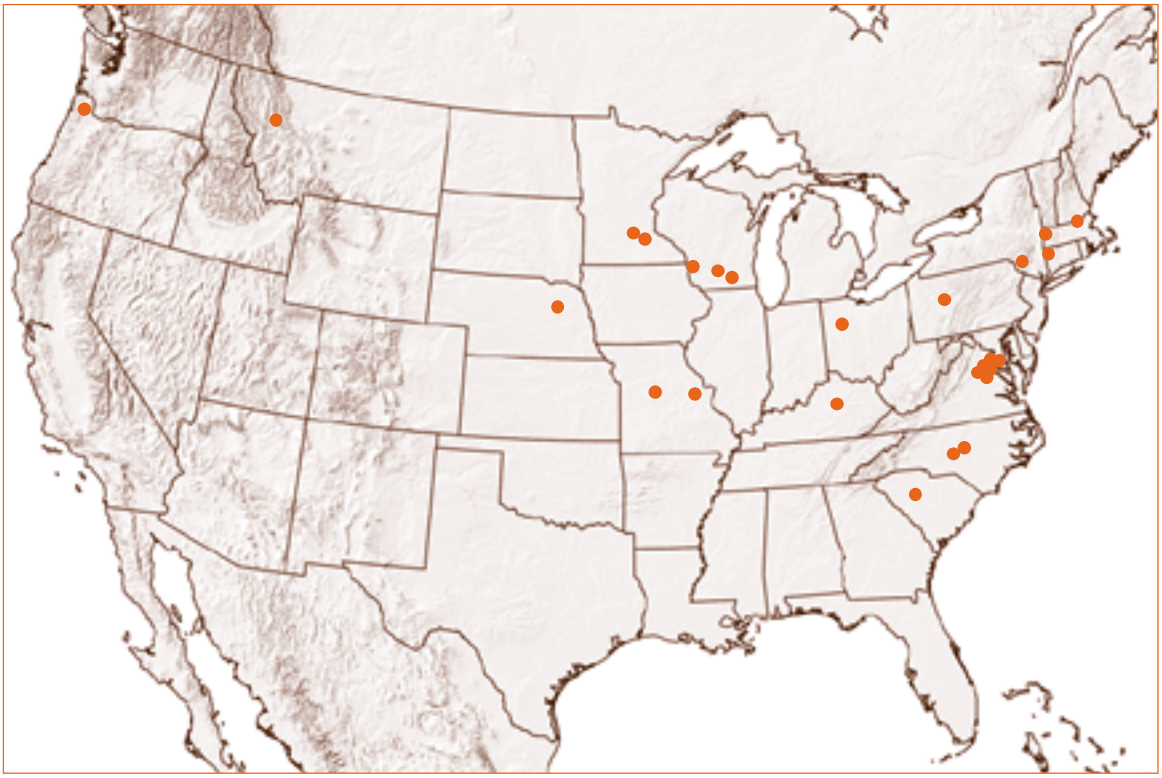
Two-thirds of the first projects formed farmer-marketing cooperatives—some involving value-added processing. Some projects promoted the idea of locally grown foods, one third developed or enlarged markets for specialty crops, and several developed systems to label food produced using sustainable and ethical production practices.

THE FOOD ALLIANCE SEAL OF APPROVAL SIGNIFIES THAT THESE VEGETABLES WERE PRODUCED USING STRICT SUSTAINABLE AND ETHICAL PRODUCTION PRACTICES. THE PORTLAND, OREGON-BASED FOOD ALLIANCE, AN IFS PHASE 1 AND 2 GRANTEE, LAUNCHED THE ECO-LABEL IN 1998.

Phase 2: Continuing the Work, 1996 - 2003

The Foundation decided to build upon what it had started in Phase 1 through a second round of grantmaking. The first of the second round of grants was made in late 1996, and by the end of 1998 the Foundation had invested in 20 Phase 2 and four related projects. The Foundation made Phase 2 grants totaling $16 million to 24 organizations.

More than one-third of the second round of grantees undertook to use the market as a lever for change. Their efforts to promote market-based change ranged from supporting more regionalized food systems through farmers' markets, producer cooperatives, and community kitchens to eco-labeling, developing relationships with distributors and grocery chains, and "Buy Local" food campaigns, among others.



THE INTEGRATED FARMING SYSTEMS INITIATIVE'S PHASE 2 GRANTEES WERE LOCATED IN 17 STATES AND THE DISTRICT OF COLUMBIA.

Roughly one-quarter of the second-phase grantees had agricultural practice and farming systems change as one of their key priorities. A host of others have or had at least some tangential connection to agricultural practices and systems.

About half of the grantees had policy and/or institutional change as one of their key targets. Several others had at least some connection with policy and institutional change efforts. While some grantees focused on developing new policy options at the local or federal level, others worked to build relationships with land-grant universities, agricultural commodity boards, governmental agencies and other institutions.

chapter 1

FARMING SYSTEMS AND AGRICULTURAL PRACTICES CHANGE

This chapter looks at the accomplishments and lessons learned by 11 Phase 2 grantees whose projects were most involved in farming systems change. Site visits were made by evaluators to eight of the grantees in 1999 and 2000. Since many of the grants were still being implemented at the time of their evaluation, the evaluators' report was not a final evaluation—but it did provide the Kellogg Foundation with valuable data while it was designing its new Food and Society initiative.

The Phase 2 grantees with a significant focus on agricultural systems and/or practices were: Foundation E.A.R.T.H.; Future Harvest/Chesapeake Alliance for Sustainable Agriculture; The Great Lakes Grazing Network; Jefferson Institute for Crop Diversification; The Land Stewardship Project; The Nature Conservancy with projects at the French Creek Headwaters (N.Y.), Mackinaw River (Ill.), and Upper St. Joseph River (Ind., Mich.); World Resources Institute; Alternative Energy Resources Organization; Community Involved in Sustaining Agriculture; Consortium for Sustainable Agriculture Research and Education; Pennsylvania Association for Sustainable Agriculture; Food Alliance and The Food Project.

Farming Practices Change Goals

Through its Phase 2 grantmaking, the Kellogg Foundation hoped to contribute to several key changes in farming systems and agricultural practices in the United States. Goals in the farming systems arena included: (1) integrated farming practices will be adopted by hundreds of farmers on thousands of acres by 1999, and by 2003 integrated farming production systems would become the norm in growing numbers of bio-regions; (2) close documentation of profitable, viable integrated farming systems becomes available on more than 10 cropping systems by 2003; and (3) beneficial environmental outcomes of integrated farming practices are documented by 1999. Trends toward environmental degradation are reversed in numerous farming-intensive regions by 2003.

Barriers to Change

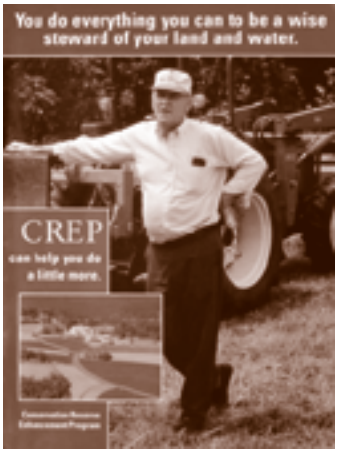
When evaluators asked grantees about the barriers they were encountering in convincing farmers to change to sustainable farming practices, they identified several key shortcomings, including: (1) a shortage of technical support and training on sustainable production methods; (2) a shortage of credible, accessible data that shows farmers how practice changes may improve their profitability; (3) difficulty in making producers' up-front conversion costs affordable and financial uncertainties more manageable; and (4) challenge of enabling farmers and other professionals to see the farm holistically.

Several grantees incorporated technical support, training and education strategies in their projects. These included the Great Lakes Grazing Network, The Nature Conservancy (TNC) and The Food Project.

Great Lakes Grazing Network and its member organizations estimate they reached 3,500 producers through pasture walks, training, conferences and other avenues for experiential and farmer-to-farmer learning. All eight U.S. states bordering the Great Lakes, along with the Canadian province of Ontario, became active with the Grazing Network, including four states that joined after 1999. The Network conservatively estimates that managed grazing systems were adopted on at least 100,000 acres in the Great Lakes region between 1999 and 2000.

Two of the Foundation-funded Nature Conservancy projects worked in the heart of production agriculture to promote economic incentives for "best management practices" (BMPs). TNC provided technical assistance to help farmers and landowners explore those practices.

The Nature Conservancy's Upper St. Joseph River Project (Ind., Mich.) reported that conservation tillage (defined as leaving at least 30 percent residue cover after planting) rose 50 percent in the area from 1992 to 2000. TNC helped farmers purchase new farm equipment to convert 6,300 acres to conservation tillage during that time. TNC also helped convert 1,000 acres of cropland to forest.



THIS BROCHURE WAS USED BY FUTURE HARVEST TO ENCOURAGE FARMER PARTICIPATION IN THE CONSERVATION RESERVE ENHANCEMENT PROGRAM.

TNC's Mackinaw River Project in central Illinois focused on outreach programs and found that producers who were targeted by that outreach were three times more likely than others to adopt BMPs. TNC reports that a new method of strip till had been adopted on about 1,100 acres of area corn and soybean cropland.

The Food Project taught urban and suburban youth to grow organic vegetables in the Boston area. In 2000, youth grew 140,000 pounds of organic produce and sold it in low-income urban neighborhoods where access to high-quality food was often sorely lacking.

Educational programs were very effective strategies for grantees Future Harvest and The Land Stewardship Project.

In an effort to promote stream-friendly practices, Maryland-based Future Harvest created an education and promotional campaign to increase enrollment in the federal Conservation Reserve Enhancement Program (CREP). After Future Harvest's campaign began in June 1999, CREP enrollment in Maryland nearly tripled from roughly 9,000 acres to 24,100 acres by March 2001.

The Land Stewardship Project (LSP) used media outreach (particularly radio spots featuring area farmers) to inform producers of production flexibility and conservation options under existing federal farm programs. As a result of LSP's efforts, some Minnesota farms are using federal Environmental Quality Incentives Program (EQIP) monies to support sustainable practices. For example, roughly half the EQIP contracts in two Minnesota counties were used in 1999 to support managed grazing.

Several grantees took on the profitability perception barrier by documenting profitable, viable integrated farming systems. The documentation collected included the following:

The Great Lakes Grazing Network (GLGN) supported development of a large database on the economics of grass-based dairy farms. With help from GLGN, the Center for Dairy Profitability received a USDA grant for its Regional/Multi-State Interpretation of Small Farm Financial Data project. The Center developed a database of several hundred dairy and other livestock grazing farms using common accounting rules and an Internet-based farm financial analysis computer program.

In early 2001, Fires of Hope/FoodRoutes Network published "Sustainable Agriculture: Making Money, Making Sense." The study drew upon 20 years of research by land-grant universities and other institutions on the profitability of sustainable farming systems and practices. The report found that sustainable and organic farming can be better for the farmer's bottom line compared to more conventional approaches. Fires of Hope/FoodRoutes Network disseminated these findings to sustainable agriculture leaders, federal and state policymakers as well as grassroots organizations and others.

The Nature Conservancy's French Creek Project (in New York State) published a study demonstrating the effects of adopting nutrient management plans on dairy farms' profitability. The study of 13 New York dairy farms showed that 20 percent of the farmers reported a "large positive change" in profitability, 39 percent a small positive change, and 38 percent no significant change from adopting more environmentally friendly nutrient management practices.

The Nature Conservancy addressed the barrier of costs to convert to sustainable farming practices. Working in the Upper St. Joseph River watershed, the Conservancy offered helpful examples of strategies to mitigate these barriers. Under its Risk Protection Program, The Nature Conservancy's Upper St. Joseph Project compensates farmers for any reduced profitability from transitioning to conservation tillage. In its first year, the Risk Protection Program worked with five producers and had additional farmers sign up in 2001. In tandem with risk protection, The Nature Conservancy also provided financial assistance for farmers to purchase conservation tillage equipment (e.g. 30 percent of the cost up to $3,000 per piece of equipment).

THE NATURE CONSERVANCY WORKED WITH FARMERS SUCH AS KEITH CRAWL TO ENCOURAGE FARMER ADAPTION OF ENVIRONMENTALLY FRIENDLY FARMING PRACTICES IN THE FISH CREEK AND ST. JOSEPH RIVER WATERSHED PROJECT AREA. THAT AREA INCLUDES PARTS OF NORTHEAST INDIANA AND SOUTHERN MICHIGAN.

Some members of the GLGN also targeted farm lenders in an effort to address credit—a key barrier to change. Kim Cates, GLGN grazing coordinator, reflected on the organization's tactic of "getting bankers and other folks into the field, onto farms practicing management intensive grazing. Experiencing the change first-hand really works. (Our Ohio grazing group) reported that lenders have gained confidence in managed intensive grazing as a result of field days and seeing graziers' financial results."

Market Incentives Worked

While showing farmers profitability data and assisting them with the costs of conversion helps break down farmer reluctance to adopt sustainable farming practices, actually providing them market incentives was found to be even more effective.

The Alternative Energy Resources Organization (AERO), Community Involved in Sustaining Agriculture (CISA), Food Alliance, the Pennsylvania Association for Sustainable Agriculture (PASA), The Nature Conservancy's French Creek Project and Great Lakes Grazing Network (GLGN) graziers in New York state all explored innovative ways to use the market "carrot" to enable and reward more local and/or sustainable agricultural systems. Among their strategies were support for value-added and mobile processing; efforts to link producers to restaurants, farmers' markets, wholesalers and retailers; encouraging retail chains to alter their purchasing practices; "Buy Local" campaigns; and eco-labels.

"What speaks loudest is when the Food Alliance can get growers access to new markets, increase their sales or get them some price advantage."

– Scott Exo, Food Alliance

Several grantees described how market-oriented approaches are influencing interest in sustainable practices in their regions.

Scott Exo, northwest program director of the Food Alliance, spoke to the role of market incentives in spurring growers to gain Food Alliance approval for their soil, water, pest and personnel management practices: "What speaks loudest is when the Food Alliance can get growers access to new markets, increase their sales or get them some price advantage. That's what farmers value. When they see their (Food Alliance-Approved) peers getting these benefits, they want them, too. Our message is, 'Why not get the marketplace recognition you deserve?' When growers believe it's possible to get recognition in the marketplace, it encourages them to fill out an application for Food Alliance approval."

Tim Bowser, former PASA executive director, found that "focusing the discussion on how to add value to what you produce brings the conversation around to sustainable practices that have more value-added potential. Making the goal increased value-added brings people to the recognition of how sustainable practices, such as hormone-free livestock, could help them."

PASA also reported that several growers in its Farm-to-Restaurant program became certified organic because it generated better prices and more market access. A few of those growers were new farmers who started off with organic. Others were probably already organic but hadn't gotten certified. The connection with restaurants has provided new incentives to adopt those practices or get certified for what they are already doing.

Keep Farmers Front and Center

One lesson learned from the first phase was that policy and communications efforts were needed to broaden impact. While the Phase 2 experience seemed to bear that out, it also reinforced the need to keep the farmer at the heart of this work to: (1) ground-truth the work and "keep it real"; (2) keep it in sync with what producers truly need and what they value; (3) ensure farmers' interests are voiced effectively and in their own voice whenever possible; (4) enable farmers to be powerful change agents in their own futures; (5) utilize farmers as highly trusted and credible messengers, particularly in making the critical link with consumers; and (6) remind practitioners, funders, the public and fellow farmers of why this work is so critical, despite the many challenges of our era.

Many grantees found farmer-to-farmer exchanges to be a crucial and a highly effective strategy for encouraging producers to explore alternative farming systems. Several reflected on the farmer as the single most credible and compelling messenger to other farmers. While many view farmer-to-farmer strategies as among the most compelling, they also noted that it takes trust building and nurturing, and in some cases, a sufficient local presence to facilitate the process.

One grantee observed, "Farmer-to-farmer interaction is the most successful approach. Having off-farm experts to help validate their approaches is important. That increases interest, but how do you actually spur change? That requires ongoing groups that engage farmers and non-farmers in continuing dialogues. Grazing groups where farmers get familiar enough with each other to share their financial data and talk about what is not working is key. That requires follow-up and tending."

When grantees talked about "what they wish they had done differently," one striking aspect was what grantees did not say. None said they wish they'd had less involvement with farmers. In fact, they made many references to the effectiveness of farmers as change agents with policymakers (e.g. Alternative Energy Resources Organization and Land Stewardship Project), other farmers (Pennsylvania Association for Sustainable Agriculture, Future Harvest and Great Lakes Grazing Network), and researchers (Consortium for Sustainable Agriculture Research and Education), as well as credible influencers of consumers (Food Alliance and Community Involved in Sustaining Agriculture).

INTEGRATED FARMING SYSTEMS GRANTEES FOUND IT VERY IMPORTANT TO KEEP FARMERS AT THE HEART OF THEIR WORK. ABOVE, JOHN AESCHLIMAN, A FARMER FROM COLFAX, WASH., SPEAKS TO A GROUP TOURING HIS FOOD ALLIANCE-CERTIFIED FARM.

Messaging strategies: Phase 2 also shed light on effective messaging strategies to influence farmers and landowners. For example, in designing the Fires of Hope-supported Conservation Reserve Enhancement Program (CREP) marketing campaign, Ruth Sullivan of Future Harvest said, "Our research suggested that the word 'stewardship' resonated with farmers in Maryland. Experience has borne out the research. We stayed away from words such as 'preserve' and focused on the ideas of stewardship and soil quality/erosion."

Sullivan also noted that "message research and test marketing helped us create a positive campaign recognizing that farmers already are working hard to be good stewards, used profiles of those already enrolled in CREP to spread the word, emphasized CREP's financial rewards using basic language, and concentrated on local benefits for the farmer or landowner rather then benefits to the Chesapeake Bay." Campaign messages included, "You do everything you can to be a wise steward of your land and water. CREP can help you do a little more."

"Message research and test marketing helped us create a positive campaign."

– Ruth Sullivan, Future Harvest

Challenges of Getting Beyond Innovators and Early Adopters

A challenge evident in Phase 2 was that of "getting beyond the innovators and early adopters" groups, estimated by some as roughly 15 percent of the general population. Many grantees noted the successes they were having with the "already converted" and the innovators, but also talked about bumping up against farmers who may have had different values, circumstantial constraints, or different responses to approaches that appeared to work with more innovative producers.

Some grantees noted that what works with the innovators (such as value-added processing of sustainably grown products or innovative marketing efforts) may fall short with others. This may be particularly true for commodity producers whose circumstances are dominated by federal farm policy that places barriers in front of those seeking ways to break out of old production patterns. And for others, the issue may not have been about being "conservative," but about the lack of options they perceived for themselves and the risks of trying something new during very tumultuous economic times.

The Phase 2 experience offered some evidence of growing interest among mainstream farmers in sustainable systems. This became evident by the growing number of mainstream publications and farmer groups asking for stories and speaking engagements from the Food Alliance, and anecdotal evidence from several grantees who found they were attracting more conventional growers to their field days.

Long-term Vision: While Phase 2 grants clearly demonstrated a wide range of promising approaches for influencing farming systems, several grantees reflected on a perceived need, within both the grant-seeking and the grant-making communities, to develop a clearer long-term vision for agriculture's future and more comprehensive strategies for achieving widespread, fundamental change.

With W.K. Kellogg Foundation support, the Center for Sustainable Systems' Learning Communities Project made inroads in some of these areas by helping its workshop participants explore their assumptions, rethink their beliefs about what was possible, shed old mental models and develop new visions for agriculture's future.

Several grantees also grappled with the language used to describe their work and the implications of language for what they do, how they communicate about it and who participates in it. As one expressed it, "When we talk about 'sustainability,' what are we really talking about? That's a real obstacle for our organization because it affects which farmers participate and how we communicate about their work."

On the other hand, Tim Bowser observed, "The lack of an agreed definition for 'sustainable' is an important concern, but we don't need to define it. It is something to declare. It's a portal and because it is broad, more people can walk through it. Farmers need to see the economic possibilities to walk through that portal. If we called our conference the PASA 'organic conference,' many would have never come. The word 'sustainable' creates a bigger umbrella."

Meeting the Goals

As noted at the beginning of this chapter, the Phase 2 initiative's goals in the farming practices arena were that: (1) integrated farming practices will be adopted by hundreds of farmers on thousands of acres by 1999 and by 2003, integrated farming production systems would become the norm in growing numbers of bio-regions; (2) close documentation of profitable, viable integrated farming systems becomes available on more than 10 cropping systems by 2003; and (3) beneficial environmental outcomes of integrated farming practices are documented by 1999. Trends toward environmental degradation are reversed in numerous farming-intensive regions by 2003.

Evaluators reported that Phase 2 results exceeded the 1999 acreage goal, with practice changes documented on about 125,000 acres—with the likelihood that systems changes occurred on a significantly larger scale than has been documented.

As noted earlier in the chapter, documentation on profitability did take place. The study "Sustainable Agriculture: Making Money, Making Sense" was published by Fires of Hope/FoodRoutes Network. The Nature Conservancy (TNC) published a study demonstrating the effects of adopting nutrient management plans on dairy farms' profitability. And, the Great Lakes Grazing Network developed a large database on the economics of grass-based dairy farms.

Concerning the environmental goal, Phase 2 made considerable progress in several environmental arenas such as: (1) a growing body of data on the effects of best management practices (BMPs) on stream ecosystems; (2) engaging environmental non-profits in agriculture and related policy issues; and (3) engaging environmental funders.

As for environmental outcomes, TNC has gathered longer-term, comprehensive, scientifically based data on the environmental effects of shifting agricultural practices. As noted earlier, TNC's effort was focused on two bioregions in the Midwest and the French Creek Watershed in New York State.

Conducting stream studies to assess whether BMPs could significantly improve the quality of the stream ecosystem was at the heart of TNC's French Creek (N.Y.) and Upper St. Joseph River Projects (Ind., Mich.). Initial stream monitoring data showed encouraging signs, including greater populations of indicator species such as Caddis flies and Stoneflys and an increased mussel population in the Upper St. Joseph watershed.

In an effort to look at agriculture through a much wider lens, the Land Stewardship Project (LSP) launched a multifaceted effort to assess the many ways agriculture contributes to society. As a follow-up to its Kellogg Foundation-funded work, LSP launched a $500,000 study called "Economic Analysis of Multiple Benefits of Agriculture." The study analyzed the environmental and social benefits of different farming choices in two Minnesota watersheds and assessed the economic value of those benefits.

EIGHT DAIRY FARM FAMILIES IN WESTERN MASSACHUSETTS MARKET MILK FROM THEIR SMALL HERDS DIRECTLY TO LOCAL CONSUMERS UNDER THE OUR FAMILY FARMS BRAND. THEY ARE MEMBERS OF COMMUNITY INVOLVED IN SUSTAINING AGRICULTURE (CISA).

In western Massachusetts, Community Involved in Sustaining Agriculture (CISA) showed how "Buy Local" campaigns could help sustain their area's agricultural base by boosting farmers' financial returns. For instance, 70 percent of CISA's participating farmers reported that their product sales increased during the 2000 "Buy Local" campaign, and 32 percent of those with an increase reported volume of 50 percent or more. About two-thirds also reported price increases.

IFS Phase 2 achieved success in engaging environmental groups in agricultural issues. For instance, Foundation funds helped TNC demonstrate the role that agriculture can play in ecosystem health. Foundation support also helped the World Resources Institute develop new policy frameworks that, among other things, reward farmers for practices that contribute to regional water quality.

In the policy arena, the Foundation-supported Fires of Hope/FoodRoutes Network initiative galvanized a collective effort by more than 30 non-profits, including a host of environmental groups. The groups worked to inform the debate around the 2002 Farm Bill in the area of conservation policy.

Among other actions, the Kellogg Foundation supported the creation of the Sustainable Agriculture and Food Systems Funders (SAFSF) group, which includes various environmentally focused funders. Also, 17 of the 25 foundations that have supported Fires of Hope/FoodRoutes Network activities since 1998 have made environmental issues one of their central funding priorities.

chapter 2

POLICY AND INSTITUTIONAL CHANGE: BUILDING BRIDGES, MAKING WAVES

One of the barriers to adoption of new agriculture practices is existing public policy, along with priorities at institutions, such as universities, that are more focused on a larger, industrialized production system that relies heavily on purchased inputs.

Policy and Institutional Change Goals

In its Phase 2 grantmaking, the Foundation pursued an ambitious effort to effect policy and institutional change both nationally and locally. The Foundation's overarching goals included: (1) catalyzing policy and institutional change, (2) garnering greater public support for sustainable agriculture interests, and (3) broadening the role and capacity of Integrated Farming Systems grantees to pursue various forms of policy and institutional change activities.

Strategies

To accomplish these goals, the Foundation made grants to two national environmental groups to pursue agriculture-related policy change. And, it supported myriad strategies to include: (1) coalition building, (2) formal communications programs, (3) visioning and dialogue processes, and (4) leveraging of grantees' grassroots membership to influence policy and institutions in their geographic areas.

Roughly half of the Phase 2 grantees had policy and/or institutional change as one of their key priorities. A host of others had at least some connection with policy and institutional change efforts.

This chapter looks at the accomplishments and lessons learned as reported by third-party evaluators who conducted site visits with nine grantees between 1999 and 2001. Since several of the larger projects were still ongoing when these evaluations were made, the evaluation report upon which this summary is based reflects a "work in progress" and is written in the present tense of when the original evaluation was written.

Linking Agriculture and the Environment

In the second phase, the Foundation provided funding for two, large Washington, D.C.-based environmental groups to engage in agricultural issues—The Nature Conservancy and World Resources Institute.

World Resources Institute (WRI) spearheaded development of an innovative pollution trading system for managing water quality in the Great Lakes. WRI analyzed the feasibility and potential economic and environmental benefits of using a pollution trading system to manage water quality in several watersheds. WRI's analysis showed that such trading schemes can reduce the cost of achieving water quality goals by 66 percent to 88 percent relative to regulatory approaches.

In designing the trading scheme, WRI compared agricultural practices to industrial and municipal nutrient reduction technologies. As WRI's economics program director, Paul Faeth, pointed out, the lower costs associated with agriculture are one of the linchpins that "makes trading work." Since launching this pilot effort, all three pilot states (Mich., Minn., and Wisc.) have decided to pursue nutrient trading in their states.

THREE PILOT STATES—MINNESOTA, WISCONSIN AND MICHIGAN—IN WORLD RESOURCES INSTITUTE'S STUDY ALL SUBSEQUENTLY PURSUED NUTRIENT TRADING FOR MANAGING WATER QUALITY.

The Nature Conservancy (TNC) leveraged its work at three project sites to support its Washington-based federal policy efforts. TNC took a variety of congressional staff to visit project sites in upstate New York, Michigan, Indiana and Illinois. Staffers met with farmers and witnessed first-hand how federal policy choices influence reality on the farm. And as part of its grant, TNC convened more than 100 TNC staff, farmers and political leaders from across the country. Jeff Eisenberg, formerly with The Nature Conservancy as its senior policy advisor, reported that "this event helped us build our sense of organizational mission around community-building and conservation at our agricultural sites."

For the first time, conservation funding of $50 million was recently added to a federal package of emergency funding for farmers.

"Our federal policy work is proving successful because we have developed concrete measures that take into account the economic interests of those impacted by the policy."

– JEFF EISENBERG, FORMERLY WITH THE NATURE CONSERVANCY

Coalition Building

The Nature Conservancy highlighted ranchers as one group whose economic interests are impacted by federal policy. TNC and the Cattlemen's Association worked together to inform policy development on the Grasslands Reserve Program. The program would join conservation and economic interests to protect large landscapes for habitat and large cattle operations. This joint effort could potentially enable the U.S. Department of Agriculture to purchase easements on one million acres of grasslands totaling $400-$500 million.

Coalition building was the central goal of the Funding Diversity Partnership, a collective effort by 13 sustainable agriculture non-profits. Through creating new relationships, the partners sought to garner new sources for sustainable agriculture. Following are a few examples of the outcomes to which this approach contributed:

- The Center for Sustainable Systems (a member of the Funding Diversity Partnership) and The Commodity Growers Cooperative engaged a coalition of agricultural and health interests to support creation of the Kentucky Agriculture Development Board. The new Board is responsible for allocating $180 million in tobacco settlement dollars for agricultural diversification.

- A unique policy education effort by the Washington Sustainable Food and Farm Network leveraged the interests of sustainable farmers, the environmental community and the natural foods industry to develop new programs and resources for sustainable agriculture in their state. Washington's state legislature subsequently allocated a $7.1 million package, of which $700,000 was allocated to support two new sustainable agriculture faculty positions and sustainable agriculture technicians.

Colette DePhelps Brown, project director of the Funding Diversity Partnership, characterized the key to connecting with conventional agriculture institutions, boards and agencies as, "Relationships, relationships, relationships—honest, long-term, respectful relationships, (paired with) an understanding of each other's self-interest in the relationship." Lessons learned from the Funding Diversity Partnership Project were collected and published in the booklet "Finding Common Ground," which can be accessed on the Foundation's Web site, www.wkkf.org.

Fires of Hope/FoodRoutes Network built coalitions to explore complementary interests in farm policy. At the time of this evaluation, it was convening a cluster of sustainable agriculture and environmental non-profits to explore these interests. The group, which initially included only Kellogg Foundation grantees, has since expanded to include other organizations as well as staff participation from the C.S. Mott, Joyce and McKnight foundations.

Visioning and Dialogue

While building coalitions, the Fires of Hope/FoodRoutes Network also brought dialogue to the complex issues surrounding agricultural policy.

The Kellogg Foundation also supported further development of the National Campaign for Sustainable Agriculture as a vehicle for informing federal policy. This contributed to significant strengthening of the Campaign's organizational structures; expansion of its stakeholder base to several hundred organizations across the country; and further articulation of the Campaign's unifying principles, positions and proposals for federal policy change.

THE WALLACE AGRICULTURE POLICY PROJECT WORKED WITH LOCAL GROUPS TO DEVELOP FARM AND RURAL POLICIES FROM THE GROUND UP. HERE, REBECCA SHIRELY, LOCAL COORDINATOR FOR THE PROJECT'S LOUISIANA SITE, WORKS WITH HER ISSUE GROUP DURING THE SEPTEMBER 1999 SESSION.

The Wallace Agriculture Policy Project (WAGPOL), led by the Henry A. Wallace Center for Agricultural and Environmental Policy, took an innovative approach to policy visioning. WAGPOL engaged a diverse group of stakeholders, grounded the work at the local level, and linked it to national policy. Representatives from rural communities, traditional agricultural agencies, state Farm Bureaus, and local government participated in the project.

WAGPOL's approach bridged local with national interests by grounding the dialogue in 12 locations across the country, fostering initiatives at the local level and feeding local input into regional and national discussions.

As a culmination to the policy visioning process, the Wallace Center released the publication, "Making Changes: Turning Local Visions into National Solutions, Agriculture and Rural Development Policy Recommendations from the Agriculture Policy Project." The document provides federal policy recommendations on issues ranging from producers' market access to economic and rural development, farmland preservation, and water and air quality. The report was the subject of a July 2001 *Des Moines Register* article by George Anthan. He wrote that, "The Wallace Center's report and those similarly developed through grassroots meetings by the Soil and Water Conservation Society and the Center for Rural Affairs should be required reading on Capitol Hill and in the office of Agriculture Secretary Ann Veneman."

Another project, carried out by The Keystone Center, also provided important lessons about policy visioning and dialogue processes. Focused solely at the national policy level, the Keystone effort attempted to develop a new vision for agriculture as a whole. It did so without targeting any particular policy vehicle, such as farm legislation, although it was hoped that the resulting recommendations would be relevant to multiple policy vehicles.

Influencing Regional Policy

The Foundation sought to complement national policy visioning and dialogue by leveraging grantees' grassroots memberships to influence policy and institutions in their geographic areas. A host of grantees did this, including the Helena, Montana-based Alternative Energy Resources Organization (AERO). It informed its membership on the issue and an alternative vision to the governor's proposed five-year plan for Montana's agriculture developed. The governor's plan initially focused on doubling the value of Montana agriculture by 2005. However, the debate was shifted to improving the state's agricultural economy and revitalizing rural communities.

AERO also used this policy event to galvanize its membership and found it a highly effective way for producers to make a meaningful and productive connection with state-level policy change. In part due to AERO's informational work, the governor's plan was amended to fund a grant program that, thus far, has provided more than $250,000 for value-added marketing.

Through a community survey process, an AERO-supported study group in Billings, Mont., identified government procurement practices as a key policy target. Their informational efforts helped bring about the revision of procedures for state institutional food buying. These included reduced bid volumes to allow local producers to compete and an on-line buy-sell system.

By joining forces with rural nutrition interests, AERO farmers supported a win-win change in state policy on the use of the Women, Infants and Children (WIC) program. "The WIC program has two purposes: to improve client nutrition and to support local agriculture," says Jonda Crosby, sustainable agriculture program manager for AERO. "While WIC supporters had tried to get funding for years, they didn't have the farmer's voice articulating how a WIC program could benefit agriculture. Working together, these interests have sparked some real change: the WIC Farmers' Market Nutrition Program received permanent funding from the state Department of Health and Human Services, and funding was secured for a seniors program at five pilot locations."

The Center for Rural Affairs (CRA), a member of the Funding Diversity Partnership, engaged in a policy education effort that contributed to establishment of a new $1.8 million program in Nebraska. The program provides grants to agencies and non-profits for value-added agriculture and rural development initiatives. CRA's Chuck Hassebrook observed that, "The initiative was successful because it was the only policy option at that time that gave something positive to failing rural communities; conventional agriculture couldn't oppose the 'only game in town.'"

THE FOOD PROJECT TAUGHT URBAN AND SUBURBAN YOUTH IN THE BOSTON AREA TO GROW ORGANIC VEGETABLES FOR SALE IN LOW-INCOME URBAN NEIGHBORHOODS, WHERE ACCESS TO HIGH-QUALITY FOOD WAS OFTEN LACKING.

The Food Project (TFP), based outside of Boston, parlayed its youth development work into policy change efforts. Over its 10-year history, the Project has been very careful to gain acceptance in the community before moving into policy work. Of the 2,000 households in the Lincoln, Mass., community where TFP is based, 500 are TFP contributors. The Project addressed local and state policy barriers that inhibited individuals from producing and selling value-added foods, and promoted local land policies that were friendlier to farmers and urban backyard gardeners. TFP regularly involves its youth participants in policy information efforts, for example, by organizing lunches for policymakers featuring food grown by the youth.

Communications Potential Recognized

As discussed in previous chapters, the second phase of the initiative brought recognition among participants of the potential for communications to advance their issues. Interviews with grantees reflected a great deal of energy and interest in integrating communications into their programs. This awareness is a significant advance from Phase 1 and an important accomplishment of IFS Phase 2.

A wide range of communications tactics was employed to reach the public, farmers, policymakers and institutional audiences. For example, Future Harvest-CASA and the Land Stewardship Project used mass media campaigns to encourage farmers and others to participate in state and federal programs such as CREP, EQIP and the Wetlands Reserve Program (WRP).

Other groups used a variety of other tactics as well: articles in agricultural publications; press briefings at the National Press Club and a host of other local, state and federal venues; radio spots and interviews with farmers; letters to the editor; newsletters; list-serves; and press releases. Organizations such as the Henry A. Wallace Center for Agricultural and Environmental Policy and the National Campaign for Sustainable Agriculture also assisted partner groups by providing talking points, sample editorials and other materials that could be used in their own communities. Key accomplishments in the communications arena included:

- Increasing Conservation Reserve Enhancement Program (CREP) enrollment in Maryland. In an effort to promote stream-friendly land management practices, Maryland-based Future Harvest-CASA created an education and promotional campaign to increase enrollment in the Conservation Reserve Enhancement Program (CREP). Among other tactics, Future Harvest-CASA used statewide mailings, print coverage and a video news release. Sponsorship by the Southern States Cooperative also brought the campaign to the attention of the cooperative's 15,000 members in Maryland. Since the Future Harvest campaign began in mid-1999, CREP enrollment in Maryland more than tripled from 9,000 acres to more than 31,000 acres. The campaign also spurred greater collaboration among government agencies to meet the demand that the campaign generated. Maryland's Department of Natural Resources reallocated employees to handle landowner inquiries, and coordination improved among the USDA and the Maryland Departments of Agriculture and Natural Resources to administer the CREP program.

- Media coverage of the Wallace Agricultural Policy Project (WAGPOL). Communications were an integral part of the Wallace Center's WAGPOL project. The Center engaged a professional communications firm to identify media opportunities in local areas. Then the Center and its local policy groups provided a steady stream of information about key projects.

- The Land Stewardship Project used mass media channels to inform farmers of production flexibility and conservation options under existing federal farm programs. Roughly 20 percent of total federal Environmental Quality Incentives Program (EQIP) monies for 2001 in Minnesota supported managed grazing systems, up from 9 percent over the previous three federal fiscal years.

- The Consortium for Sustainable Agriculture Research and Education (CSARE) harnessed print, radio and the Internet. CSARE worked long to promote stakeholder input and renew public interest in the land-grant university system. To that end, they cultivated a relationship with the editor of *Successful Farming*, leading to publication of an article titled "Land Grants Under Siege." This article led in turn to a related series of radio programs via the *Successful Farming* Radio Magazine, which aired every weekday on 71 farm radio stations across the Midwest.

  CSARE also used the Internet to raise awareness of opportunities for individuals to gain positions of leadership on federal agriculture research advisory boards. As a spin-off of its Kellogg Foundation-funded work, CSARE launched a new advisory board tracking system (www.cfra.org/resources/boardvacancies.htm). Along with the Center for Rural Affairs' Web site (www.cfra.org), the site provides real-time data on key agricultural research board rotations, timelines, application procedures and related Web links.

The initiative also supported several efforts to build communications capacity among grassroots sustainable agriculture actors. For example, Michael Fields Agricultural Institute provided media training, a train-the-trainer workshop, and communications technical assistance to farmers, other advocates and organizations.

The Learning Communities Project and Fires of Hope/FoodRoutes Network teamed up to provide communications training as part of a July 2001 Taproot workshop. The training addressed message development, communications planning, and other tools for expanding market and policy-related communication efforts.


To save French Creek

GRANTEES AND THE FOUNDATION WORKED WITH, AND ENCOURAGED, THE MEDIA TO PUBLISH ARTICLES ON FARMING PRACTICES CHANGE TO EDUCATE FARMERS AND DECISION-MAKERS. THE ABOVE ARTICLE IN *AMERICAN AGRICULTURIST* FEATURED THE NATURE CONSERVANCY'S FRENCH CREEK PROJECT.

The Foundation itself engaged a public relations firm to draw greater public attention to sustainable agriculture actors and issues. Since 1999, the firm has worked with many organizations across the country to increase their exposure through television, radio and print media. While the resulting media attention was very valuable in itself, this effort also was a compelling tool for building grantees' communications capacity. Many grantees attested to the skills and confidence they developed by pairing up with outside experts to bring their story to a broader audience.

For many IFS participants, more formal communications were viewed as an important next step for enhancing the scale, sophistication and influence of their work. However, most grantees faced real barriers in that transition.

While grantees tended to focus diligently on project implementation, less attention was typically given to formally communicating the outcome and value of that work to broader audiences. Communications work appeared to be most successful when it was an integral part of the Kellogg Foundation grant and where an explicit communications plan was in place.

Leadership Development

Phase 2 supported formal efforts to build leadership capacity for policy and institutional change. And, many groups, such as Land Stewardship Project, the Great Lakes Grazing Network, Alternative Energy Resources Organization, and the Wallace Center, promoted development of leadership skills among their members and/or project participants in the course of project implementation.

In addition, the Foundation provided a variety of professional growth opportunities to Phase 2 project directors at semi-annual meetings over the course of the initiative. And finally, with seed support from the Foundation, the Center for Rural Affairs developed a one-day Leadership Institute to help identify and develop the policy skills of Nebraska activists.

Perhaps the most significant Phase 2 investment in leadership development was the Foundation's funding for the Learning Communities Project (housed at the Center for Sustainable Systems). The Project's Taproot Seminar series brought new tools for bridging systems theory to the practical needs of non-profits, land grants, community activists and other actors around the country.

Taproot seminars addressed topics such as multifunctional agriculture, locally oriented food systems, partnerships among land grants and non-profits, and the leadership needs of Kentucky women concerned about agriculture. Participant feedback illustrated that the seminars help build confidence and the ability to initiate and nurture new collaborations. It also seemed to help participants see their world, and engage in it, in new and constructive ways.

Taproot also spurred some participating teams to pursue new initiatives together when they returned home. For example, after participating as a team in a Taproot seminar, CSARE, other non-profits and several land-grant university representatives met to build a national network of learning communities among land grants and non-profit groups involved in sustainable agriculture. CSARE since elected more land-grant university and non-profit representatives to its own governing council.

Organizational Capacity-Building

Foundation support helped the National Campaign for Sustainable Agriculture cultivate and advance its executive leadership body, secondary leadership system (with issue experts to develop policy recommendations), an extensive network of grassroots activists taking leadership in their regions, and a system of shared decision-making among diverse grassroots groups. Additionally, The Nature Conservancy built closer links between its Washington, D.C.-based policy staff and the agricultural projects at its three Foundation-funded sites.

"The Wallace Center's report and those similarly developed through grassroots meetings by the Soil and Water Conservation Society and the Center for Rural Affairs should be required reading on Capitol Hill and in the office of U.S. Agriculture Secretary Ann Veneman."

– George Anthan, *Des Moines Register*

chapter 3

MARKET-BASED CHANGE: DELIVERING THE GOODS

Beginning in 1996, the initiative sought to spur changes in farming systems through the marketplace. Nine of 24 Phase 2 grants had market-related change as a primary focus.

The cluster evaluation upon which this report evolved was released in April 2002. At that time, the evaluators found concrete, if preliminary, signs of positive outcomes in the market-based arena. However, the scale of the change achieved at that date was relatively small and documented results were modest.

Strategies and Tools

Grantees worked along a spectrum of market-change efforts that reflected their varied beliefs about what constituted meaningful change, how that change could occur in various contexts, and what would sustain it. These groups dedicated considerable energy to engaging consumers and increasing market access for farmers There were some forays into the use of new business tools and expertise (feasibility studies, market research, business planning, etc.).

Many innovative partnerships were created as vehicles for pursuing market-related change. Grantees' partners included community development corporations, county economic development agencies, real estate developers, planning commissions, land-grant universities and state departments of agriculture. Some groups found their market-based efforts to be an effective means for diversifying their funding stream and engaging funders interested in economic development, revitalizing rural communities and other related issues.

There was much progress in the area of formal communications with the public. Many grantees conducted formal consumer market and messaging research and began communicating through the mass media in more extensive and sophisticated ways than was attempted under Phase 1.

Grantees were faced with substantial barriers to sustainable farmers' success in the marketplace. For example, widespread consolidation among processors, food manufacturers and handlers, distributors and retailers reduced market access and negotiating power for many smaller producers.

Key Arenas of Work

The market-based grant activity could be generally categorized into four areas. They were: (1) projects that integrated agricultural, community and economic development, (2) "Buy Local" food campaigns, (3) projects that expanded market access, and (4) projects that promoted eco-labels. Following are examples of each.

Integrating Agriculture and Community Development: The Phase 2 groups that sought to integrate agricultural, economic and community development did so using a variety of approaches. Following is a sampling of their tactics and results:

- The Pennsylvania Association for Sustainable Agriculture (PASA) helped organize the Penn's Corner Farm Alliance (PCFA). A group of 21 growers, the PCFA co-op pooled its production to supply farmers' markets, food banks, restaurants and farm stands in low-income neighborhoods in Pittsburgh, Pa. The co-op established a contract with the Greater Pittsburgh Community Food Bank (GPCFB) to supply local fruits and vegetables to low-income residents at four urban farm stands. Since 1996, the percentage of locally grown produce at GPCFB farm stands increased from 12 percent to 65 percent.

  PASA also promoted agriculture as a vehicle for economic development in policy and development circles. Suggested former PASA staff member Allen Matthews, "Approaching sustainable agriculture as an economic development opportunity allows us to engage regional planners, economic developers, county government officials, as well as state and federal rural and urban economic planning organizations."

- In Montana, the Alternative Energy Resources Organization (AERO) helped create 12 study/action groups to help citizens localize their food system. These groups analyzed their communities, and explored and tested possible avenues for change. Many went on to create new agriculture-related enterprises and means for adding value to local agricultural products. For instance, the lack of Montana-based meat processing facilities was a key barrier identified by the study/action groups. "Eighty-five percent of Montana cattle leave the state for processing," observed AERO's Jonda Crosby. "Our ranchers are shipping live animals and, as a result, are losing out on the potential economic returns." In response, a Shelby, Mont., action group worked with a local family to buy and expand a failing meat packing facility in their area to provide a local market for area ranchers.

AERO ENCOURAGED THE CREATION AND EXPANSION OF COMMUNITY-BASED FOOD ENTERPRISES. TIMELESS SPECIALTY FOODS, A MEMBER OF AERO, ADDED VALUE TO LOCAL PRODUCTS SUCH AS LENTILS, PEAS AND BARLEY (SHOWN ABOVE) BY PACKAGING AND SELLING DIRECT TO CONSUMERS.

In response to rising rates of juvenile diabetes, a study/action group at a Crow Reservation in Montana explored ways to expand the available supply of fresh produce on the reservation. The group decided to teach reservation residents the basics of vegetable gardening. Forty new gardens were started. The group also enlisted the help of an extension agent, who subsequently raised money for two greenhouses, a demonstration garden, and the hiring of a greenhouse and garden manager. Given the surplus of fresh vegetables they have produced, gardeners are selling produce to a local grocery, supplementing their income while expanding access to fresh food.

Expanding Market Access: Phase 2 groups also made considerable progress in expanding growers' access to markets for their product. These efforts complemented similar efforts by many other groups across the country.

Grantees worked through a wide range of market channels including farmers' markets, farm stands, grocery stores and chains of various sizes and descriptions, restaurants, institutional buyers, consumer buyers guides and the Internet. Several also forged relationships with conventional distributors or promoted alternative distribution systems. Following is a sampling of outcomes:

- **Grocery stores and chains:** Community Involved in Sustaining Agriculture (CISA), Food Alliance and the Midwest Food Alliance (MWFA) all worked to increase their farmers' access to retail groceries on a significant scale. The Food Alliance partnered with 37 retailers in the Pacific Northwest, while the Midwest Food Alliance developed 13 retail partners.

PASA MEMBER JIM AMORY OF LE RAYSVILLE CHEESE FACTORY DEMONSTRATES THE SMALL-SCALE METHOD OF CHEESE PRODUCTION HIS COMPANY USES, WHILE HE TALKS TO THE CROWD ABOUT THE IMPORTANCE OF SUPPORTING LOCAL FARMS AND FOOD MANUFACTURERS.

- **Farmers' markets:** AERO, CISA, PASA, The Food Project, Food Alliance and Midwest Food Alliance all worked with farmers' markets to enable greater direct sales of fresh produce and other products. In several cases they also expanded food access for underserved urban and rural residents. They launched and/or operated farmers' markets, helped build a network of producer-only markets in metropolitan Pittsburgh, obtained funding for use of Women, Infants and Children coupons in Montana, and promoted local and eco-labeled product at farmers' markets in Massachusetts, Oregon, Washington, Pennsylvania, Minnesota and Wisconsin.

- **Restaurants:** Many grantees pursued what they saw as a natural affinity between producers of local, sustainable food and chefs who value fresh, healthy and distinctive foods. PASA, for example, developed a Southwestern Pennsylvania Guide to Farm Fresh Products that it shared with restaurateurs, among other audiences. PASA also helped establish a chapter of Chefs Collaborative 2000 in Philadelphia. Through the Penn's Corner Farm Alliance, PASA linked participating farmers to 15 chefs and restaurants who purchased nearly $100,000 of agricultural products in 2001.

- **Buyers guides:** AERO, PASA, CISA, Food Alliance and MWFA developed buyers' guides to enable consumers to locate products grown in their locale. Some found the guides helpful both in linking farmers with consumers and in educating retailers and distributors about locally grown products. For example, AERO used "Abundant Montana" to help natural food grocers connect with local growers. Seven natural food stores later purchased more locally produced foods from listed farmers.
- **Web-based connections:** Several groups created "Where to Buy" features on their Web sites to help consumers find locally grown food. One of the largest of the sites was developed by Fires of Hope/FoodRoutes Network. It worked with the developers of the Local Harvest Web site, a GIS-based database of local and sustainable producers, to create Web-based food shed-level marketing directories.
- **Institutional buyers:** A small but growing number of grantees looked to institutions as potentially promising markets for their growers. Among the challenges encountered were price cap regulations, difficulties with bidding processes and delivery systems, and institutions' need for a large, consistent product supply.

"Economics are why most farmers change."

– GRANTEE

There also was a variety of efforts to address distribution and transportation issues. Groups worked with conventional distributors and also explored alternative distribution and transportation systems sometimes better suited to the needs of smaller producers. For example, the Food Alliance partnered with Unified Western Grocers (UWG), the distributor currently responsible for funneling a majority of Food Alliance-approved products to the Food Alliance's main retail partner, the Thriftway chain. UWG purchased nearly 200,000 cases of produce from Food Alliance growers in 2000, valued at $3 million. In addition, UWG had, in some cases, paid Food Alliance growers a premium of 2 to 4 percent over the price it paid to non-Food Alliance producers.

Taking a very different tactic, AERO supported the development of an alternative food distribution mechanism in Montana's Bitterroot Valley. The region suffered from a lack of public transportation for residents, particularly older citizens. In response, the county WIC Seniors Program now contracts with a local rancher who owns a small farm store and sub-contracts with local producers to make deliveries to institutions and the homes of seniors.

"Buy Local" Food Campaigns: Prominent among Phase 2 market-related projects were efforts to use "Buy Local" food campaigns as a tool for encouraging consumers to purchase more food grown in their own area. Phase 2 included a variety of efforts to use "Buy Local" campaign strategies.

Community Involved in Sustaining Agriculture (CISA) launched its "Be a Local Hero, Buy Locally Grown" campaign in 1999 with technical assistance from Fires of Hope/FoodRoutes Network. As many as 80 farmers and their families participated in the campaign that focused on three counties (totaling about 3,500 square miles) in western Massachusetts.

According to a CISA survey, 69 percent of participating farmers reported that the volume of product they sold rose in 2001. In particular, 12 percent of participating farmers' products had volume increases of 1 to 10 percent, while 29 percent of products rose by 10 to 20 percent. Seventy-four percent of farmers surveyed felt the campaign improved their market access.

CISA and Fires of Hope/FoodRoutes Network teamed up to co-produce a toolkit that utilized CISA's "Buy Local" campaign experience, communications materials and lessons learned. The toolkit provided a window for other organizations into the successes and challenges of CISA's approach.

Phase 2 also supported several other "Buy Local" programs. For example, the agriculture policy visioning effort led by the Henry A. Wallace Center for Agricultural and Environmental Policy helped spawn "Buy Local" campaigns by Mountain Partners in Agriculture in western North Carolina and by the Southeastern Massachusetts Agricultural Partnership. PASA and AERO also took initial steps to develop "Buy Local" campaigns in their regions.

PROMOTING ECO-LABELS: Another pattern of progress in Phase 2 was the development of new eco-labels for sustainably grown agricultural products. Food Alliance and Midwest Food Alliance (MWFA) both made headway in launching new eco-labels.

Food Alliance launched a new label, Food Alliance Approved, in 1999. The label certifies that approved growers have met Food Alliance standards related to soil and water conservation, use of pesticides and fertilizers, and worker welfare. Having initially focused on fruits and vegetables (of which more than 200 varieties carry the Food Alliance seal of approval), Food Alliance added beef (via Oregon Country Beef), wine, grains and dairy products to its certification and marketing program.

By 2001, 89 farmers and ranchers had been approved by the Food Alliance. Their 2001 farm gate sales of Food Alliance Approved product were estimated at $5 million. Fresh products were marketed via 37 grocery stores and through dozens of farmers' markets, farm stands, U-pick operations and other channels in Oregon and Washington.

Food Alliance surveys conducted in 2000 showed that more than half of participating farmers enjoyed some increase in sales or sold product to new vendors due to their Food Alliance approval.

Food Alliance also took a big step toward multi-regional expansion of its label when it formed a partnership with the Midwest Food Alliance (formerly the Food Choices project, a joint effort by the Land Stewardship Project and Cooperative Development Services).

The Midwest Food Alliance program in 2000 completed its pilot phase in Minnesota and western Wisconsin. Thirty-seven farmers were approved by MWFA that year to market through various retail and direct marketing channels.

"The challenge with creating a new eco-label is packaging all the complex features and benefits of our program into a single seal that quickly communicates value to the consumer. We need to rise above all the noise in the marketplace to reach consumers who care about our message."

– Jim Ennis, Midwest Food Alliance

The Greener Fields Project was initiated to intensify the dialogue among eco-labeling initiatives, evaluate programs and policies that support these efforts, and build further capacity and leadership in the sustainable agriculture labeling community. The Rural Advancement Foundation International - USA (RAFI-USA), developed and facilitated the project, which was a collaborative effort by RAFI-USA, Mothers & Others for a Livable Planet, Food Alliance and the Southern Sustainable Agriculture Working Group.

Communications Programs

Considerable progress was made where formal communication efforts were concerned. In particular, there was heightened use of market and consumer messaging research, and more extensive and sophisticated efforts to communicate with the public.

PASA, CISA, Food Alliance, Midwest Food Alliance, and Fires of Hope/FoodRoutes Network all sponsored formal market research and message testing during Phase 2. Such research involved a significant up-front investment (for example, CISA's pre-campaign market research cost about $25,000). However, these grantees' experiences demonstrated that solid market research up front strengthens later communications efforts.

For example, with coaching from Fires of Hope/FoodRoutes Network, CISA commissioned formal market research in 1999 to help them design the "Be a Local Hero, Buy Locally Grown" food campaign. The research enabled CISA to identify a core message—that buying locally grown food helps the local economy. This proved to be highly effective. The campaign achieved very high rates of consumer awareness (e.g. 78 percent of the area residents independently polled in 2002 recalled the campaign). The polling also found that 61 percent of the people who were aware of the campaign said they were persuaded by it to purchase locally grown food.

The polls also have shown that CISA's campaign slogan—"Be a Local Hero. Buy Locally Grown. It's fresh. It's convenient. And it helps the local economy"—continues to resonate with consumers. CISA attributed this to high-quality pre-campaign market research, a substantial communications budget dedicated to a relatively small geographic region, and strong relationships with farmers and the local community.

To make quality consumer research more accessible to sustainable agriculture advocates, Fires of Hope/FoodRoutes Network sponsored extensive consumer polling and focus groups across the United States.

Grantees also made progress in using the media and other communications channels to educate the public about their issues and heighten visibility of their organizations. Many groups raised their public communications skills to new levels and began communicating with the public on a whole new scale.

For example, various grantees used radio, newspapers, magazines and other media to bring their work and their message to the public. Stories about grantees have been featured in *The New York Times*, *The Boston Globe*, National Public Radio, *Good Housekeeping*, *Successful Farming*, and *Supermarket News*, among others.

Key Outcomes

Key outcomes from the market-based change projects were:

- The launch of a new eco-label by Food Alliance. Annual farm gate sales of products certified by Food Alliance reached $5 million in 2001.
- Community Involved in Sustaining Agriculture (CISA) ran a highly successful "Buy Local" food campaign that resulted in increased sales for its farmers and, according to its market research, was highly effective in persuading area consumers to purchase locally grown food.
- Groups such as the Pennsylvania Association for Sustainable Agriculture and Alternative Energy Resources Organization aided their participating farmers by promoting sales at farmers' markets, fostering new processing capacity for meat and value-added products, and helping farmers and farm cooperatives obtain needed marketing support.
- Many Phase 2 groups increased market access for their farmers by working through retailers, wholesalers, direct marketing and other channels.
- Considerable organizational capacity was built among Phase 2 groups to pursue market-related change. These organizations experienced a very steep learning curve and gained a great deal of new knowledge, skills and hands-on experience.

chapter 4

INTERNAL LESSONS LEARNED

The Foundation sought to learn from how it designed, organized and administered the initiative—especially with planning already underway for Food and Society, an initiative that would follow.

An evaluation involving the directors of the initiative's projects was conducted mid-2000 in a series of telephone interviews, just two and a half years after the beginning of the second phase of grants. The Foundation was interested in learning the project directors' views on their experience of being an initiative grantee, to include benefits and challenges, impact on their other grant activities, and their views on the Foundation's operating style and grant management practices.

The Foundation also was interested in assessing the grantees' plans for communicating their work and their opinions on the types of communications assistance the Foundation could provide them.

Realizing that food systems change would take longer than the initiative's grant period, the Foundation was particularly interested in building the capacity of Phase 2 grantees to continue their food systems work after their grants ended. The Foundation, therefore, asked project directors to identify assistance the Foundation could provide to enhance their prospects for continued success after the funding ends.

Many project directors reflected on how project evaluation helped them strengthen their approaches. Evaluation is discussed in more detail later in this chapter.

Grantee Benefits and Challenges

Project directors identified many benefits gained from being Phase 2 grantees, but the three noted most often were: (1) the long-term aspect of the initiative's funding, which gave them the opportunity to explore more creative and/or longer-term strategies; (2) the networking opportunities with other IFS grantees and the program director; and (3) the heightened credibility that came from being a grantee.

Project directors viewed the Foundation's long-running support for integrated farming systems as critical to effecting favorable change in the U.S. food system. They added that the multi-year nature of the grants and the Foundation's encouragement to experiment, learn from experience and adapt judiciously were very beneficial and led to some of the most successful projects.

The networking opportunities given for Integrated Farming Systems project directors to interact with fellow directors—and learn from one another—were viewed as a notable benefit by the majority of grantees. Those project directors from outside the sustainable agriculture movement felt least sure how to connect with, contribute to and benefit from the meetings.

Beyond the money, Kellogg Foundation funding was cited as both a positive and a challenge. A positive was the heightened credibility it gave to grantees—particularly with program partners, universities, government agencies and other donors. One grantee said, "Kellogg's repeated support for us was a big factor in getting our ($1.1 million federal) grant. When you get the endorsement of someone like the Kellogg Foundation, it helps enormously to have that stamp of approval."

"Kellogg's repeated support for us was a big factor in getting our ($1.1 million federal) grant."

– GRANTEE

Another grantee, however, noted that Kellogg Foundation funding sometimes produces a "chilling effect" on other potential foundation donors. "It's difficult to get funding from other foundations if you have Kellogg funding," said one project director. "They assume you don't need the money and/or they don't want to follow Kellogg."

Many project directors voiced appreciation for the Foundation's flexibility in approving budget and programmatic changes that enabled them to adjust to changing circumstances and to seize new opportunities. However, they expressed considerable concern about the proposal approval process, which for some included repeated requests for revisions and significant changes to the original proposal.

Several project directors noted that their relationship with the Kellogg Foundation on the project was more time-intensive than their relationships with other foundations. This included the Foundation's expectation that grantees participate in semi-annual meetings, cluster evaluations and other activities. One grantee observed: "I spend more time at the Kellogg (Foundation) events than at my organization's staff meetings. If all our funders expected this much of our time, we'd be sunk."

The professional communications assistance that the Kellogg Foundation provided through an outside communications consultant was mentioned by several project directors as a benefit. One of the cluster evaluations focused in on project directors' plans for communicating the work and their assessment of the barriers they face, their organization's capability and ways the Foundation could help—especially with so many of the projects that were still in progress.

Communicating the Work

There was a growing conviction among Phase 2 grantees that outreach should be integral to many grantees' missions. Effective outreach to consumers, policymakers, the general public and mainstream institutions were widely viewed as critical to achieving meaningful change in the food system.

In terms of communications activity, experiences among Phase 2 grantees varied. For some (such as the Fires of Hope/FoodRoutes Network grantees, the Land Stewardship Project and The Food Project), outreach was at the core of their grant.

Also, while the level of interest was high, grantees' capacity to effectively pull the "communications lever" varied. At one end of the spectrum were organizations such as World Resources Institute and The Nature Conservancy that had considerable in-house expertise. Organizations such as the Fires of Hope/FoodRoutes Network grantees (i.e. CISA, Food Alliance, and Future Harvest/Community Media) undertook a significant investment in their communications capacity.


ART STEWARDS
MILKING SUSTAINABILITY FOR ALL IT'S WORTH

CISA MEMBER OUR FAMILY FARMS WAS FEATURED IN *AGRIMARKETING* MAGAZINE AS A RESULT OF THE FOUNDATION PROVIDING COMMUNICATIONS ASSISTANCE TO DRAW GREATER PUBLIC ATTENTION TO SUSTAINABLE AGRICULTURE, AND TO THE GRANTEES AS EXPERTS ON SUSTAINABLE PRACTICES.

However, among the smaller non-profits that made up the majority of IFS Phase 2 grantees, few had staff who they considered to be experienced "communications staff." Many grantees had fairly limited communications infrastructure within their organizations, in the form of formal communication strategies, message research data, close relationships with outside communications service providers, media contacts outside their immediate area, etc. Most didn't have a significant budget for communications in their grants (although several did have significant line items). Nearly all had a variety of public relations materials for their organizations.

And finally, the majority had a stable of people who they called upon to act as spokespersons. However, there was considerable interest in cultivating more of those people, providing training and other support to help them become more effective, and/or finding more ways to get them into positions of visibility.

When asked what their aspirations were for communicating about their organization and the issues they care about, interests were voiced most commonly in the following arenas: (1) getting the message out about why food system issues matter and which approaches merit support; (2) communicating a message of hope and urgency, and rallying people to get, and stay, engaged; (3) influencing consumer behavior; (4) disseminating lessons/models/programs, primarily to other practitioners and stakeholders; and (5) raising the profile of their organization and partners, and the impact they are having.

Communications Barriers: Grantees identified money, staff, time and know-how as their main barriers to more, and more effective, communications work.

The sense that it "really takes money to do outreach well," and that few grantees have financial resources adequate to the task, was quite widespread among Phase 2 grantees.

The lack of staff time was voiced as a major constraint by many grantees. Few had a staff person who could dedicate a significant portion of his or her time to communications, so communications functions were squeezed into the workloads of people who were already juggling other responsibilities.

Many grantees felt they were savvy up to a point, but relatively few said they had the know-how to do communications on the scale that they would like. A few grantees identified some particular skills they wanted to develop, while others said their organizations needed help with the basics on up.

Between the lines was often a sense that communications work would require a cultural shift (or cultural expansion) for some grantees.

Long-term Sustainability Challenges: When asked about challenges to bolstering their long-term sustainability, grantees identified the following: (1) fewer number of foundations supporting sustainable agriculture, (2) lack of understanding in the funding community as to how agriculture relates to the environment and rural development, (3) reluctance among some foundations to support work that other funders are already supporting, (4) lack of personal relationships with potential supporters, (5) a tendency among some foundations to try to support long-term change with short-term money, (6) a tendency for more funders to want to see concrete, quantitative outcomes, preferably within the period of their grant. (This was noted as a serious impediment for projects focused on policy dialogue, institutional collaboration and other important but hard-to-document efforts), and (7) many foundations, and particularly land-grant universities and government funders, were reluctant to fund non-profits' salary and overhead costs, even when those costs were integral to getting the work done and to operating with the longer-term perspective that is needed to tackle complex issues.

Private Sector Fund Raising: Grantees found fund raising in the private sector to be particularly challenging for sustainable agriculture organizations. "Corporations are the most difficult source of support for us because they're afraid of being associated with environmental issues," said one project director. Another noted: "Corporations are not that willing to move off personal self-interest, so your pitch must be extremely focused and targeted."

Fund-Raising Success Factors: A dozen Phase 2 grantees cited the following as factors that tended to improve success in securing additional financial support for their work: (1) the grantee organization's credibility and track record for effectiveness, (2) a project concept that appeals to a donor's specific interests (the more directly the better), (3) a project that spans several areas of interest in addition to agriculture (e.g. market forces, consumer issues, health, policy, rural development, youth) that can appeal to a broader cross-section of supporters and stakeholders, (4) having a champion—an insider at the funding institution who is both passionate about the grantee's work and able to influence the use of institutional resources, (5) being ready with the right idea at the right time for the right funder and using that funder's buzz words, and (6) a diversity of past and current funders to demonstrate that others were already confident of the grantee's abilities.

Internal Challenges to Fund Raising: Grantees identified the following fund-raising challenges internal to their organizations: (1) inadequate staff time to raise funds, (2) a need for improved fund-raising skills, such as proposal writing and making pitches to foundation staff, and (3) limited staff capacity, resulting in too many roles for too few people, and (4) for start-up organizations occasional crises associated with starting from scratch, the lack of a programmatic track record to point to and, often, the absence of a diversity of other funders that would build new funders' confidence in the organization.

Grant Management

As noted earlier under grantee benefits and challenges, project directors voiced appreciation for the Foundation's flexibility in approving budget and programmatic changes, but also expressed concern about the drawn-out proposal approval process.

Making Project Evaluation an Improvement Tool

Evaluation was used in Phase 2 as a tool for assessing effectiveness and improving program design and implementation.

The most successful project evaluations were participatory, oriented toward learning as well as impact assessment, and brought together staff and outside evaluation help who had good chemistry and an appropriate combination of skills and perspectives. There was a great deal of desire among grantees to learn from one another and share lessons.

Grantees were asked if their projects' most effective (or promising) change strategies turned out to be those they proposed in their proposal, or strategies that arose later in response to new opportunities. As it turned out, most grantees' change strategies remained grounded in the goals and vision set forth in their proposals. Overall, there seemed to be strong accountability to the core concepts and intentions that the Kellogg Foundation supported when awarding Phase 2 grants.

At the same time, many grantees (particularly those with longer-running projects) benefited from modifying their strategies, tactics and partnerships as their projects unfolded. For some, seizing new opportunities was central to the effectiveness of their work, their organization's reputation as an innovator, and their capacity to develop new capabilities in a rapidly changing environment.

Many project directors reflected on how much they learned early in their project and how that later helped them strengthen their approach. The Foundation effectively enabled that kind of innovation by being receptive to most programmatic changes for which grantees requested approval.

chapter 5

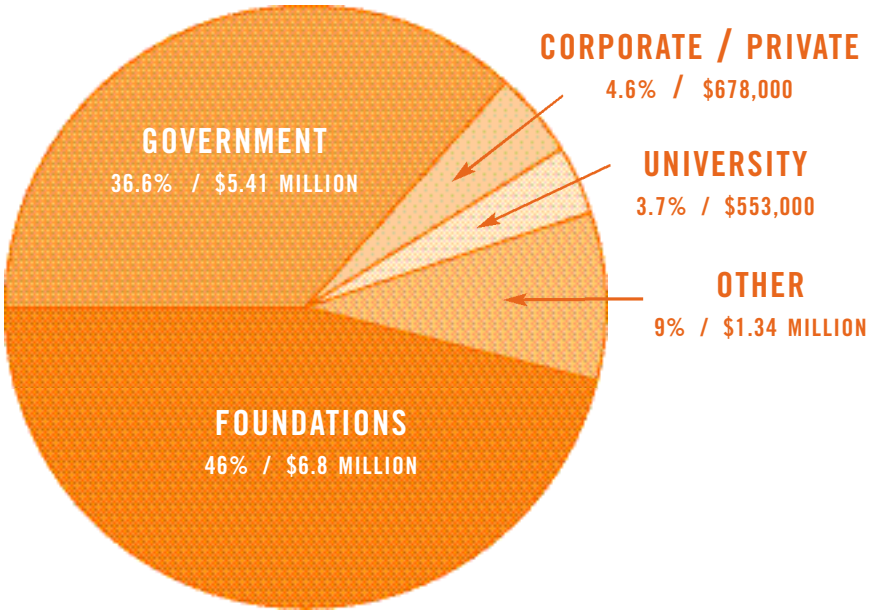
LEVERAGING OF RESOURCES

The W.K. Kellogg Foundation sought to build the long-term sustainability of sustainable agriculture grantees so they could continue food systems change work beyond their Phase 2 grant projects. And, it hoped that Phase 2 grantees would be able to leverage their grants to attract investment in their projects from other entities.

As of mid-2000, Phase 2 grantees had generated and received total financial and in-kind resources of approximately $14,770,000. This compares with total Kellogg Foundation Phase 2 grant funding of about $16 million, yielding an overall leveraging ratio of 0.92.

When adding in resources received by grantees' partners, the leveraging total nearly doubles to $27,329,000. That yields a leveraging ratio of 1.71. In other words, for each dollar of grant funding the Kellogg Foundation provided, grantees and their partners working together were able to generate nearly an additional $1.71 of financial and in-kind resources for related program efforts.

Resources received directly by Foundation grantees came from the following sources:



Foundation Support

Foundations providing funding included: Ben and Jerry's Foundation, Bullitt Foundation, Bush Foundation, Morris and Gwendolyn Cafritz Foundation, Carolyn Foundation, Arthur Vining Davis Foundation, Foundation for Deep Ecology, Paul and Phyllis Fireman Foundation, Foellinger Foundation, Ford Foundation, Clarence E. Heller Charitable Trust, American Honda Foundation, Joyce Foundation, Henry P. Kendall Foundation, Lawson Valentine Foundation, McKnight Foundation, Meyer Foundation, Charles Stewart Mott Foundation, Murdock Foundation, Oak Foundation, David and Lucile Packard Foundation, Schooner Foundation, Turner Foundation, Wallace Genetics Foundation and the Woodcock Foundation.

Government Sources of Funding

At the federal level, the following provided funding for selected grantee projects and activities:

Cooperative State Research, Education, and Extension Service (CSREES)
Federal-State Marketing Improvement Program (FSMIP)
Fund for Rural America Program
Initiative for Future Agriculture and Food Systems (IFAFS)
National Aeronautics and Space Administration (NASA)
National Fish and Wildlife Foundation
Natural Resources Conservation Service (NRCS) and the Environmental Quality Incentives Program (EQIP)
National Science Foundation
Rural Business Enterprise Grants (RBEG)
Sustainable Agriculture Research and Education (SARE)
U.S. Department of Housing and Urban Development (HUD)
U.S. Environmental Protection Agency (EPA)

Some grantees also received funds from their state governments, through their state departments of agriculture, state environmental protection agencies, natural resources agencies and commerce departments.

County and local community and economic development agencies also provided assistance to several grantees.

Fund-Raising Success Factors

The grantees who were most successful at leveraging their Kellogg Foundation grants had several of the following factors in play:

- They had leveraging as a clear goal from the inception of their Kellogg Foundation grant
- Their Kellogg Foundation-funded work was an integral part of a larger portfolio of ongoing work that was close to the organization's mission and for which the grantee was also raising funds

- The grantee worked with partners who were committed to fund-raising and who were able to work in mutually supportive ways to generate resources
- The grantee had well-positioned advocates and champions who helped them secure funds
- The grantee had staff who were aggressive, skilled fund-raisers and managed to commit the staff time needed to fund-raise well
- Good luck and good timing played a role
- The work being funded was multifaceted, of current interest in the philanthropic community, and appealed to donors working in a variety of sectors within and beyond sustainable agriculture

chapter 6

CONCLUSION

The W.K. Kellogg Foundation has helped, and in some cases, pushed, grantees to innovate, often helping them grow beyond their comfort zone into new arenas. The cluster evaluators encouraged the Kellogg Foundation to strengthen its own efforts in the food and agriculture fields by applying lessons from the Integrated Farming Systems initiative in the following four key areas.

1. Cultivate and fund business savvy: Fund grantees to obtain the professional assistance needed to conduct high-quality feasibility studies, develop business plans, sponsor consumer research, and conduct other research and analyses critical to the success of food and farming enterprises. Provide financial support for grantees to avail themselves of technical assistance providers who have for-profit experience and are adept at applying it in non-profit environments. Make sure these costs are built into project proposals.

Consider providing initial grants to cover the cost of needed market research, business planning and so on. Make subsequent funding contingent on successful completion of this planning work and demonstration that the proposed enterprise is economically viable. Enable and reward quality planning of new enterprises.

Support development of the organizational infrastructure non-profits need to venture into more business-oriented efforts. Build the capacity of those you fund to become more economically entrepreneurial—both in their organizational culture and their skill base. Enable them to accurately assess and then fill their needs for new kinds of expertise.

2. Invest with the long term in mind: Make long-term investments (e.g. five to eight years). Invest with the understanding that market-based change takes a long time to achieve and that sustained investments are needed for new enterprises to be managed effectively.

Support analysis of the long-term financial sustainability of market-based change efforts and the organizations that support them. Fund your grantees to obtain expert advice on financial planning, fund-raising, earned revenue, venture capital financing and related areas. Help them tap professional assistance to develop financial plans to enhance their chances for long-term financial viability.

Continue efforts to engage more funders in this work. Help advocates for sustainable agriculture engage with funders interested in rural issues, community and economic development, business incubation, the environment, health and nutrition, youth and other fields.

3. Integrate complementary change strategies: Integrate market-based change efforts with related policy work. Also work to better integrate rural development and agricultural development, both in your funding decisions and within the Foundation itself.

Fund groups that look at agriculture marketing projects not only as economic development, but also as vehicles to deepen and diversify leadership and participation in their communities.

Make a more explicit and larger commitment to work that engages and addresses the needs of lower income communities, communities of color and youth.

Make your assumptions, theory of change, and intended outcomes for the Food and Society initiative explicit. Communicate them clearly to the grant-seeking community.

4. Keep fueling the learning curve: Ensure that grant budgets provide sufficient funding to evaluate projects effectively (including time for staff and stakeholders to participate). Look for ways to evaluate market-based change in more innovative, business-oriented ways. Help grantees find evaluators who bring a business background as well as experience with "social change" efforts. Be explicit about your expectations for project-level evaluation early in the grant-making cycle.

Commit to documenting and disseminating lessons learned to a broad audience, both within and outside the Kellogg Foundation-funded arena. Consider setting aside funds to widely share the most promising and replicable models funded under the Integrated Farming Systems and Food and Society initiatives.

Provide opportunities for non-profits to learn from one another and gain exposure to those outside their customary circles who have skills that these groups need to cultivate and leverage. Create venues for those you fund to learn from, and share their knowledge with other organizations across the country that are not Kellogg Foundation funded.

appendix A:

ADDITIONAL RESOURCES

Following is a list of reports and publications produced by, for or about the IFS Phase 2 grantees and their projects. Avenues for obtaining these materials also are provided where appropriate.

Analysis of the Tallgrass Prairie Beef Producers Co-op. Annie Wilson, et al. Available through the Kansas Rural Center at www.kansasruralcenter.org

Communicators Toolkit. Available from FoodRoutes Network via www.foodroutes.org

Consumer market research sponsored by FoodRoutes Network, available at www.foodroutes.org

Economic Analysis of Multiple Benefits of Agriculture. Available from the Land Stewardship Project's Web site at: www.landstewardshipproject.org/mba/mba_report_layout_final.pdf

Effectively Engaging Farmers and Ranchers in Food Systems Change, October 2001, W.K. Kellogg Foundation publication item #104. Available by calling (800) 819-9997 and asking for item by number. Or, order from www.wkkf.org

Evaluation of Consumer Support for Sustainably Produced Foods. Ramona Robinson, Ph.D., and Chery Smith, Ph.D., MPH, RD, University of Minnesota, February 2001. (Midwest Food Alliance) Available through www.thefoodalliance.org/midwest.html

Fertile Ground: Nutrient Trading's Potential to Cost-Effectively Improve Water Quality. 2000. World Resources Institute. Available for order and download from wwwwri.org/wri/water/nutrient.html

Finding Common Ground: Lessons Learned from the Funding Diversity Partnership Project. January 2003, W.K. Kellogg Foundation publication item #826. Available by calling (800) 819-9997 and asking for item by number. Or, order or download from www.wkkf.org

Food and the Environment: A Consumer's Perspective. 1996, The Hartman Group. Available through the Food Alliance, www.thefoodalliance.org

French Fries and the Food System. Available from The Food Project at www.thefoodproject.org/newtfp/tfpstore/books.shtml

Greener Fields: Signposts for Successful Eco-Labels (Rural Advancement Foundation International – USA). Available through RAFI's domestic Web site at www.rafiusa.org

Growing Together: A Guide to Building Inspired, Diverse and Productive Youth Communities. Available from The Food Project at www.thefoodproject.org/newtfp/tfpstore/books.shtml

Harvesting Support for Locally Grown Food: Lessons Learned from the Be a Local Hero, Buy Locally Grown Campaign. Mark Lattanzi and JoAnne Berkenkamp. Available from CISA at www.buylocalfood.com and from FoodRoutes Network at www.foodroutes.org

Making Changes: Turning Local Visions Into National Solutions. Agriculture and Rural Development Policy Recommendations From the Agriculture Policy Project. Wallace Center at Winrock International. Available through the Web site at www.winrock.org

Talking to Farmers About Sustainable Production and Marketing. Anne de Meurisse, Land Stewardship Project, March 1999. Available through the organization's Web site at www.landstewardshipproject.org

Talking to Consumers About Sustainable Products. Sandra Strawbridge Senn, Minneapolis, Minn., Rochester, Minn., and Hudson, Wisc., October 1998. (Midwest Food Alliance) Available through the Web site at www.thefoodalliance.org/midwest.html

Trends in Agriculture 2000. Conducted for APA by The Gallup Organization. Co-sponsored by the W.K. Kellogg Foundation. Available on the Web site: http://www.americanbusinessmedia.com/councils/agri/agri_trends_gallop.htm

appendix B:

GRANTEE PROJECT DESCRIPTIONS

Alternative Energy Resources Organization (AERO): Based in Helena, Mont., AERO's Community-Based Food Systems Project promotes community-based food and farming systems that foster the social, environmental and economic health of Montana communities and agriculture. AERO developed a model for food systems change by (1) bringing communities together to reach consensus on what changes they want and are able to make, (2) building communities' capacity to make these changes, and (3) developing local, regional and state policies needed to make community-based food systems a long-term reality.

American Livestock Breeds Conservancy (ALBC): The ALBC developed and enhanced a network among sustainable agriculture organizations to promote the use of rare breed animals in integrated systems. It is headquartered in Pittsboro, N.C.

Center for Rural Affairs (CRA): The Walthill, Nebraska-based Center for Rural Affairs created a four-year learning project named the Funding Diversity Partnership (FDP). The FDP was led by the Center. Thirteen sustainable agriculture non-profit groups from across the country were involved, with the goal to create new relationships and garner new sources for sustainable agriculture. Sources of support included: commodity boards and associations, land-grant universities, government programs, economic development funds at the local, state and national levels, and tobacco settlement monies.

Center for Sustainable Systems (CSS): CSS's Learning Communities Project aims to strengthen change agents' capacity to promote systems-level change toward more sustainable food and farming systems. Its "Taproot" leadership seminars build the skills of participating teams to analyze and develop solutions to pressing concerns of their organizations, communities and the broader systems they seek to influence. CSS, located in Hartland, Vt., was a member of the Funding Diversity Partnership.

Community Alliance for Interdependent Agriculture (CAIA): CAIA created the Web site CommunityFood.com to serve as a marketplace to help agricultural and rural-based businesses expand market share through an on-line trading community using the CommunityFood storefront, classifieds and auction markets.

Community Involved in Sustaining Agriculture (CISA): CISA works to sustain agriculture by strengthening the relationship between farmers and consumers in western Massachusetts. With support from the Foundation's Fires of Hope/FoodRoutes Network initiative, CISA launched an innovative marketing and public education campaign—"Be a Local Hero. Buy Locally Grown"—in 1999. The campaign is a community-based effort engaging farmers, retailers, distributors and a wide variety of partners to raise the visibility and consumption of locally grown foods. CISA is headquartered in Amherst, Mass.

Consortium for Sustainable Agriculture Research and Education (CSARE): CSARE works to ensure that agriculture research and education contribute to socially responsible and ecologically sound food and farming systems. CSARE promotes public interest stakeholder involvement in food and agriculture research and education. The Consortium supports farmer-to-farmer education, on-farm research and efforts to link farmers and researchers.

Food Alliance (formerly The Food Alliance): The Portland, Oregon-based Food Alliance is dedicated to promoting increased adoption of sustainable agriculture practices by recognizing and rewarding farmers who produce food in environmentally and socially responsible ways. Food Alliance also is educating consumers about the benefits of sustainable agriculture. Food Alliance's eco-label, "Food Alliance Approved," certifies that growers have met the Alliance's standards for soil, water, pesticide and human resource management.

The Food Project, Inc.: The Food Project's mission is to create a thoughtful and productive community of youth and adults from urban and suburban settings working together to build a sustainable food system. Food Project youth are growing and marketing organic food and expanding access to fresh produce in low-income Boston neighborhoods. The Food Project, located in Lincoln, Mass., runs a community-supported agriculture (CSA) program that provides food to suburban residents and Boston-area homeless shelters, an urban land reclamation and farming project, youth farming projects and two farmers' markets. The group's Kellogg Foundation funding was primarily dedicated to disseminating The Food Project's model for change.

Fires of Hope/FoodRoutes Network: Works with community-based food and farm organizations to design and implement communication strategies that build broad constituencies in support of community-based farming and food systems that are ecologically sound, economically viable and socially just. In its early years, Fires of Hope also worked closely with CISA, Food Alliance, The Midwest Food Alliance and Future Harvest-CASA to help design, fund and evaluate their respective communication campaigns. Fires of Hope changed its name to FoodRoutes Network in April 2002.

Foundation E.A.R.T.H.: This organization used farmer-to-farmer communications to encourage producers to adopt more earth-friendly practices. Its Harmony Farms program used on-farm demonstrations to showcase conservation practices for farmers and ranchers, the media, legislators, agribusiness, and environmental and consumer groups. Foundation E.A.R.T.H. also encouraged farmers to make changes to benefit the environment and then chronicled its efforts for public audiences.

Future Harvest/Chesapeake Alliance for Sustainable Agriculture (CASA): With support from the Kellogg Foundation and FoodRoutes Network, Future Harvest-CASA works to promote thoughtful stewardship on agricultural lands around the Chesapeake Bay. Among other efforts, the Stephensville, Md.-based Future Harvest launched an innovative media and outreach campaign to encourage producers and landowners to enroll in the federal/state Conservation Reserve Enhancement Program (CREP). CREP incentives support installation of buffer strips along streams and other tools for protecting water quality.

Henry A. Wallace Center for Agricultural and Environmental Policy at Winrock International: The Wallace Agricultural Policy Project (WAGPOL) was a five-year effort to engage a wide diversity of individuals at the local, regional and national levels in the development of long-term, proactive policies for food and agricultural systems. WAGPOL also supported the efforts of local participant groups to promote policy and market-related initiatives in their own communities.

Institute for Policy Studies: The Washington, D.C.-based Institute for Policy Studies seeks to improve leadership capacity in non-profit and public interest groups committed to sustainable agriculture through a Social Action and Leadership School.

Jefferson Institute for Crop Diversification: Mobilizing a diverse group of stakeholders, The Jefferson Initiative project works to promote opportunities for more diversified and sustainable farming systems and crops. The project initiated partnerships among land-grant universities in five states, farm organizations and the private sector. These actors are now working together to develop education programs and pursue policy change supportive of research and development of alternative crops for the corn and wheat belts of the United States.

The Keystone Center: Through the Trends in Agriculture National Dialogue Project, The Keystone Center conducted a dialogue process intended to identify key trends in agriculture and develop recommendations to shape agriculture's future. The dialogue process involved participants from sustainable and conventional agriculture as well as other actors from across the country.

The Land Stewardship Project (LSP): LSP's Flexibility Outreach Program used media outreach to spur adoption of integrated farming systems. It also engaged farmers in heightening policymakers' awareness of existing and potential policy approaches that reward farmers for environmental and social stewardship and paid farmers for results, rather than practices. The White Bear Lake, Minn.-based LSP led this project in collaboration with Integrated Farming Systems network organizations in Iowa, Wisconsin and Nebraska.

Michael Fields Agricultural Institute: With Kellogg Foundation support, Michael Fields provided media training to Integrated Farming Systems grantees, farmers and community activists. This East Troy, Wisc.-based institute also provided train-the-trainer workshops so these skills could be passed on.

The Midwest Food Alliance (MWFA): Based in St. Paul, Minnesota, MWFA is dedicated to promoting sustainable farming methods as practiced on local family farms in the Upper Midwest. A joint undertaking of the Land Stewardship Project and Cooperative Development Services, MWFA works in partnership with the Food Alliance to develop and expand the Food Alliance labeling program in a Midwest context. Both organizations have been part of the FoodRoutes Network initiative.

National Campaign for Sustainable Agriculture: Kellogg Foundation funding supported the further organizational development of the National Campaign and coordination among the Campaign, the Sustainable Agriculture Working Groups, and members of the Integrated Food and Farming Systems Network. The Pine Brush, N.Y.-based National Campaign advocates for federal policy change on behalf of nearly 350 organizations across the country from sustainable agriculture, family farm, environmental, social justice and many other fields.

The Nature Conservancy (TNC): TNC promotes stream quality through adoption of best management practices (BMPs) in three project sites and integrates that work into policy and communications efforts. Its site-based work includes the following three components:

French Creek Headwaters: Located in New York State's dairy country, this TNC project developed a model for conservation agriculture with dairy farmers in the French Creek watershed, primarily through the introduction of best management practices (BMPs). The project included a rigorous monitoring program to evaluate the BMPs economic effects and their environmental impact on stream biota and chemistry.

Mackinaw River Project: Located in McLean County, Ill., in the heart of corn and soybean country, this TNC project assessed the types and scale of BMPs needed to improve aquatic resources of the Mackinaw River. The Mackinaw River Project provided incentives for farmers to implement a variety of BMPs, monitored their results, and compared those results to a control stream with no BMP interventions.

Upper St. Joseph River Project: This TNC project, located near where Indiana, Ohio and Michigan join, is working to protect one of the rarest aquatic communities of fish and mussels remaining in the Great Lakes Basin. Employing economic incentives and education tools, the project fosters conservation practices such as conservation tillage, installing buffer strips, reforestation, and measures the impact of these practices on the watershed through biological monitoring.

Pennsylvania Association for Sustainable Agriculture (PASA): PASA works to strengthen regional farming and agricultural development through improved marketing opportunities and community awareness of the importance of local sustainable agriculture. Through its Community-Based Markets Project, PASA pursued a variety of market-based strategies, such as farm markets, cooperatives and a restaurant program to increase farm profitability while enhancing the economic well-being and environmental stewardship of rural communities in Pennsylvania. PASA is based in Milheim, Pa.

Rural Advancement Foundation International – USA (RAFI-USA): Kellogg Foundation funding for the Eco-Labeling Initiative supported RAFI's development of the "Greener Field Project," a collaborative effort by RAFI, Mothers & Others for a Livable Planet, Food Alliance and the Southern Sustainable Agriculture Working Group. The Project assessed barriers and keys to success for marketing incentives supportive of sustainable agriculture, and promoted collaboration and information sharing among groups interested in product identity labeling.

Smithsonian Institution: Through the Forces of Change Exhibition at the National Museum of Natural History, the Smithsonian is educating the general public and school-age youth that agriculture is a powerful force for change, and that understanding natural processes is essential to preserving the grasslands of North America as an economic and ecological resource.

University of Maryland: This grant sought to achieve a more sustainable agriculture by enabling leadership in the farm community to share their experiences, successes and barriers at the 10th Anniversary Conference of the Sustainable Agriculture Research and Education (SARE) program.

Wisconsin Rural Development Center: The Great Lakes Grazing Network (GLGN) is a collaborative effort of managed intensive grazing groups from the states bordering the Great Lakes and the Canadian province of Ontario. These groups involve farmers, researchers, extension specialists, resource agency staff, environmentalists and others to promote the environmental and economic benefits of managed grazing. Through the network, state and province-based groups coordinate grazing-based activities; share research, education and training activities; conduct outreach efforts; and develop policies supportive of grazing-based farming systems.

World Resources Institute (WRI): WRI's Project, "Property Rights and Nutrient Trading - The Next Generation of Water Pollution Control," analyzed the potential for nutrient trading schemes to address nonpoint-source water pollution from agriculture and point-source pollution from industrial and municipal sources in the Great Lakes Region. The Washington, D.C.-based WRI galvanized pilot policy and trading efforts in the Saginaw Bay watershed in Michigan, in the Minnesota River Valley in Minnesota, and in Wisconsin's Rock River Watershed. WRI's analysis demonstrated how policy could be formulated to achieve environmental gains at much lower cost than conventional regulatory approaches.

Acknowledgements

This book was edited from a series of cluster evaluation reports. The evaluations were led by JoAnne Berkenkamp in conjunction with Pam Mavrolas.

JoAnne Berkenkamp hails from St. Paul, Minn. Her management consulting practice supports non-profit organizations and for-profit enterprises and foundations, primarily in the sustainable agriculture and environmental arenas. Her consulting work focuses on strategic and program planning, program evaluation and group facilitation. She also works with FoodRoutes Network, leading a national learning community for marketing campaigns that promote locally and sustainably grown food. JoAnne chairs the board of the Minnesota Institute for Sustainable Agriculture and serves on the board of Mississippi Market, a natural foods co-op retailer in the Twin Cities. She has worked in two-dozen countries in Africa, Asia and Latin America. JoAnne has a bachelor's degree in finance, as well as a masters in public policy from Harvard University.

Pam Mavrolas lives, works, grows food, and parents in Helena, Mont. For the past 28 years, she has staffed, managed and/or been a consultant to a variety of community-based non-profits dealing with agricultural, natural resource and environmental issues. In May 1999, Pam left the executive directorship of Alternative Energy Resources Organization, a grassroots membership organization promoting sustainable agriculture, "smart growth" and community self-reliance. Currently she manages her own consulting firm, Mavrolas and Associates, that works primarily with sustainable agriculture, environmental, and arts and cultural non-profits. Her areas of specialty include strategic planning; program and campaign development; program and organizational evaluation; staff management and team-building; board and leadership development; foundation fund-raising and grant writing; and organizational problem-solving. She is currently the evaluator for the FoodRoutes Network and has evaluated programs for two other Kellogg Foundation Integrated Farming Systems grantees—the Consortium for Sustainable Agriculture Research and Education, and The Funding Diversity Partnership. She holds a M.S. from the School of Natural Resources at the University of Michigan.

Credits

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About the W.K. Kellogg Foundation

The W.K. Kellogg Foundation was established in 1930 "to help people help themselves through the practical application of knowledge and resources to improve their quality of life and that of future generations." Its programming activities center around the common vision of a world in which each person has a sense of worth; accepts responsibility for self, family, community, and societal well-being; and has the capacity to be productive, and to help create nurturing families, responsive institutions, and healthy communities.

To achieve the greatest impact, the Foundation targets its grants toward specific areas. These include health; food systems and rural development; youth and education; and philanthropy and volunteerism. Within these areas, attention is given to the cross-cutting themes of leadership; information systems/technology; capitalizing on diversity; and social and economic community development programming. Grants are concentrated in the United States, Latin America and the Caribbean, and the southern African countries of Botswana, Lesotho, Mozambique, South Africa, Swaziland and Zimbabwe.

More information about the W.K. Kellogg Foundation and its programs is available on the Foundation's Web site at www.wkkf.org.

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