



Training in Alternative Food Distribution Systems (AFDS)

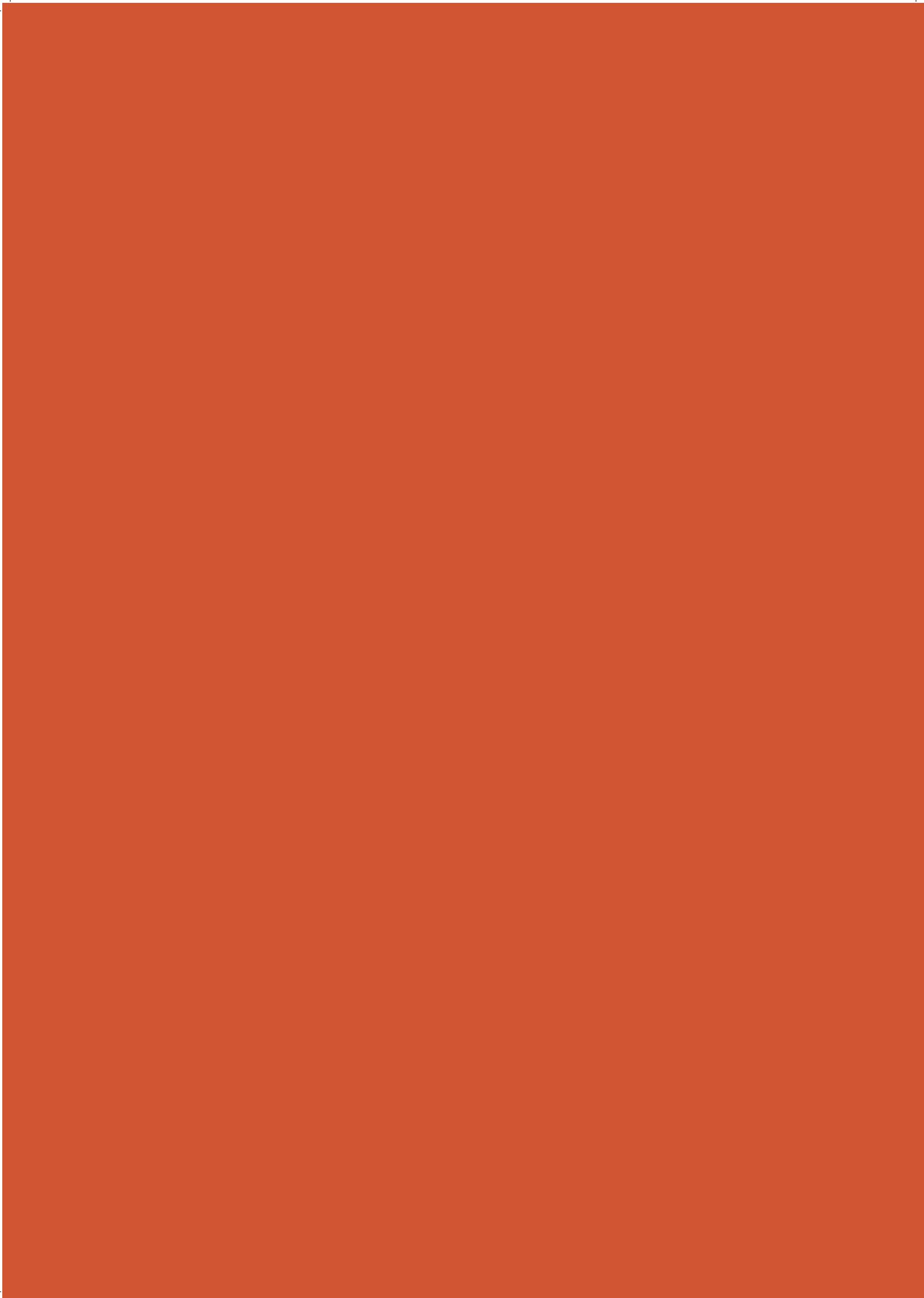
Regional logistics

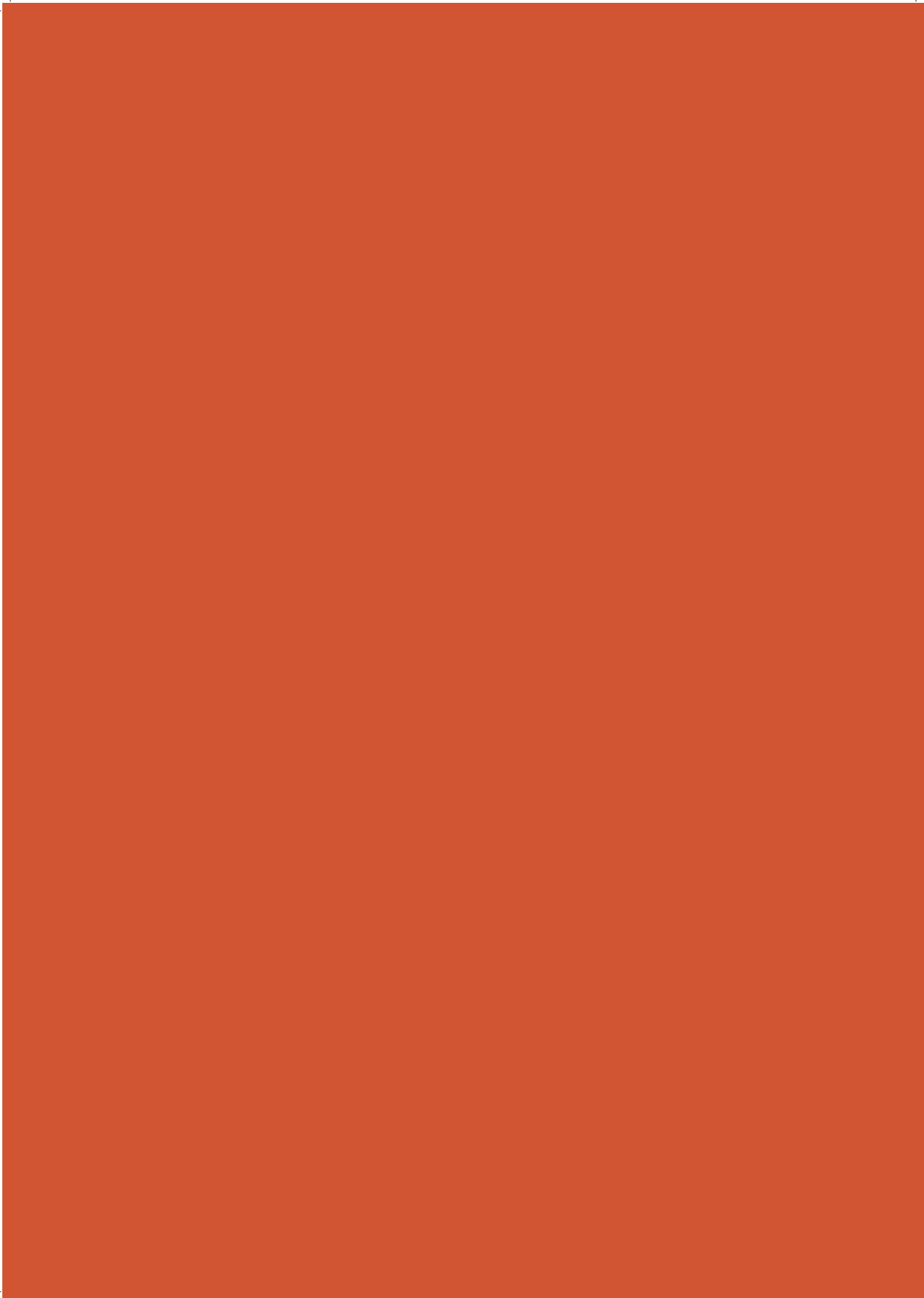
Written by the Grundtvig Project Group

***“Building Regional Produce Supply Chains:
Logistics for Short Circuit Agriculture”
2014-2015***

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“Building Regional Produce Supply Chains: Logistics for Short Circuit Agriculture”

2014-2015

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Structures

Belgium

Voedselteams, Louvain

GASAP, Brussels

Finland

CSA, Helsinki

France

Alterconso, Lyon

Arbralegumes, Lyon

Germany

Gartencoop, Freiburg

Lebensgarten, Freiburg

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Note

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These guidelines were created within the frame of a project called '**Building Regional Produce Supply Chains: Logistics for Short Circuit Agriculture**'. The document provides training material for use by anyone providing training in AFDS (Alternative Food Distribution Systems) or anyone eager to learn about organising logistics for local food systems.

The writing of this report has involved all the project partner organisations. Graphics are used in the document to provide visual representations of the different practices and strategies. Four organisations, Urgenci (lead partner), Voedselteams, die Agronauten, and Luomuliitto shared the responsibility of managing the project. The training sessions took place in France, Belgium, Finland and Germany.



DIE AGRONAUTEN

Forschungsgesellschaft
für Agrar- und Ernährungskultur

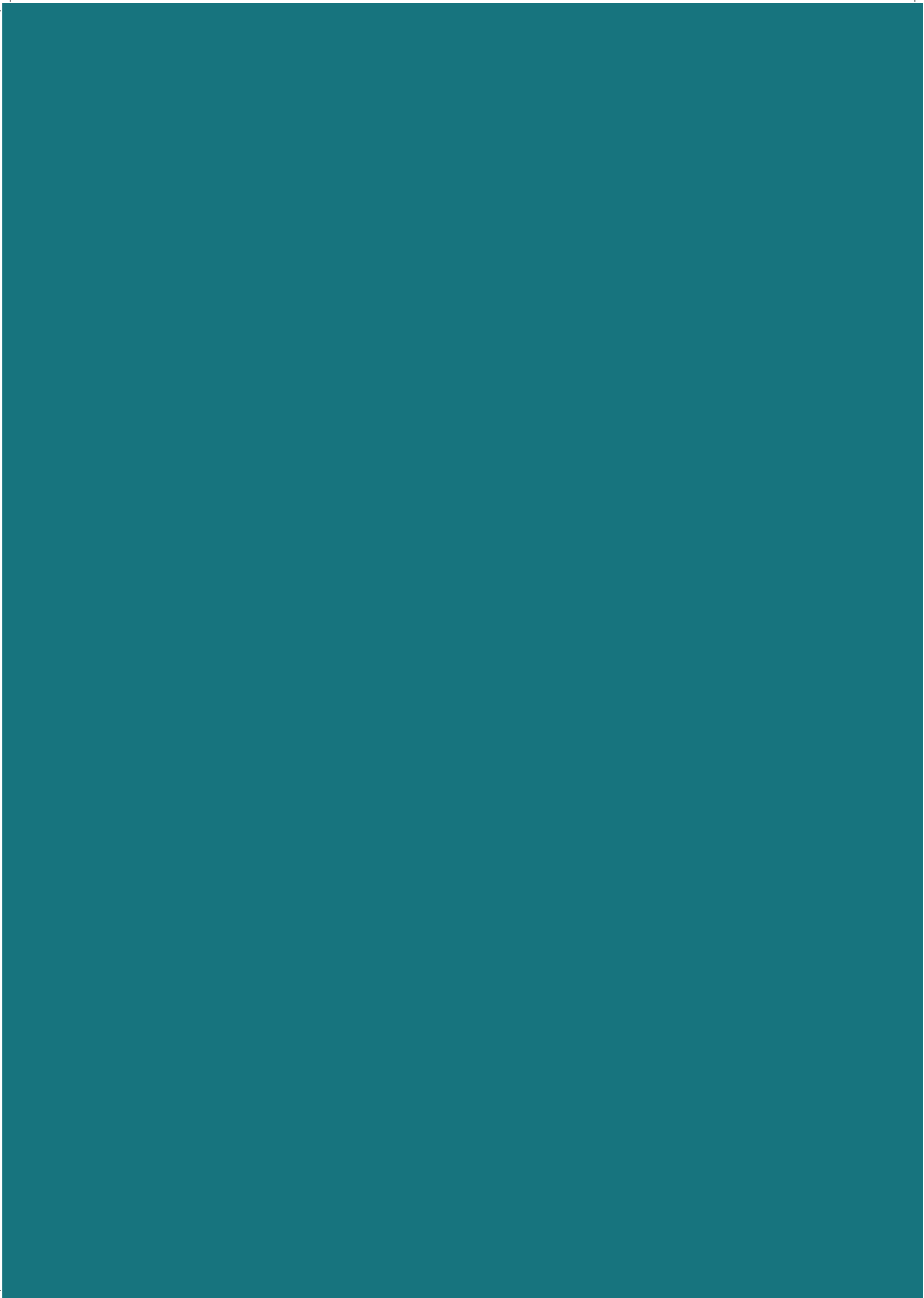


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Introduction

Values

This document is intended to inform and inspire networks and organisations active in developing Alternative Food Distribution Systems (AFDS) in Europe.

There is a need to share experiences between all local and regional food networks across Europe. The term AFDS covers a number of different initiatives and models. Many different forms coexist, such as short-chain circuits, Community Supported Agriculture (CSA), vegetable box-schemes, food co-operatives...

The common basis they all share is the strength of direct relationships between food chain actors. The aim is to bring food production and distribution back to a human scale.

The number of alternative food systems is growing, with increasing numbers of farmers and citizens joining to form a movement. As well as food production and distribution, such a movement plays a prominent role in the ongoing debate on the fundamental aspects of the dominant food systems. By showing that alternatives are possible, the movement challenges the dominant, industrialised food systems.

A series of European network events were organised during the 2010-2013 period, and, at each event, the need for a collective reflection on the logistics of regional distribution systems emerged. A major landmark on this long journey was the Nyeleni Europe Forum on Food Sovereignty held in Krems, Austria, in August 2011. During one of the workshops, dozens of local food activists started collecting information on the experiences of alternative food systems from various European countries. The goal of these activists was to list the building blocks that are necessary to shape a resilient AFDS.

It was observed that there are quite a lot of stages and processes common to all nascent AFDS. The Building Blocks were therefore compiled as a list of practical aspects to be kept in mind when setting up a food system, and as such, they responded to the need amongst AFDS initiatives for further sharing of resources. These Building Blocks, i.e. all the elements that are essential for organising robust regional logistics, triggered the development of this training document.

Profound social and democratic values were the basic ingredients in designing this training: transparency and trust, horizontality and participation. With reference to alternative food networks, the choosing of local food cannot be fully understood within the classic consumer choice theory. For most of the core groups involved in AFDS, there is recognition of a person's share of responsibility as an active citizen.

These Alternative food distribution systems are built with tools and methods that are respectful of these cardinal values. The AFDS offer a frame to act day-by-day for a radical change within food production and distribution.

One of the main common source of inspiration that all participants share is the list of ten Teikei principles. **The Teikei principles were written in November 1978 by the Japan Organic Association (see the Box below). Teikei, which means "co-operation", has been one of the driving forces of the Japanese organic movement since the early 1970s.**

TEN PRINCIPLES OF TEIKEI

1. Principle of mutual assistance. The essence of this partnership lies, not in trading itself, but in the friendly relationship between people. Therefore, both producers and consumers should help each other on the basis of mutual understanding: this relation should be established through the reflection of past experiences.

2. Principle of intended production. Producers should, through consultation with consumers, intend to produce the maximum amount and maximum variety of produce within the capacity of the farms.

3. Principle of accepting the produce. Consumers should accept all the produce that has been grown according to previous consultation between both groups, and their diet should depend as much as possible on this produce.

4. Principle of mutual concession in the price decision. In deciding the price of the produce, producers should take full account of savings in labor and cost, due to grading and packaging processes being curtailed, as well as of all their produce being accepted; and consumers should take into full account the benefit of getting fresh, safe, and tasty foods.

5. Principle of deepening friendly relationships. The continuous development of this partnership requires the deepening of friendly relationships between producers and consumers. This will be achieved only through maximizing contact between the partners.

6. Principle of self-distribution. On this principle, the transportation of produce should be carried out by either the producer's or consumer's groups, up to the latter's depots, without dependence on professional transporters.

7. Principle of democratic management. Both groups should avoid over-reliance upon limited number of leaders in their activities, and try to practice democratic management with responsibility shared by all. The particular conditions of the members' families should be taken into consideration on the principle of mutual assistance.

8. Principle of learning among each group. Both groups of producers and consumers should attach much importance to studying among themselves, and should try to keep their activities from ending only in the distribution of safe foods.

9. Principle of maintaining the appropriate group scale. The full practice of the matters written in the above articles will be difficult if the membership or the territory of these groups becomes too large. That is the reason why both of them should be kept to an appropriate size. The development of this movement in terms of membership should be promoted through increasing the number of groups and the collaboration among them.

10. Principle of steady development. In most cases, neither producers nor consumers will be able to enjoy such good conditions as mentioned above from the very beginning. Therefore, it is necessary for both of them to choose promising partners, even if their present situation is unsatisfactory, and to go ahead with the effort to advance in mutual co-operation.

The focus of this training

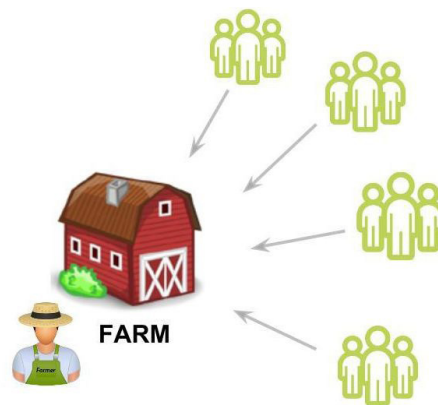
Direct relationships between food chain actors include farmers' markets and farm gate sales (see visual schemes below). These common methods, however, are not the explicit focus of this training material, although these widespread logistical structures do serve as reference points for AFDS in many ways and they inform logistical solutions used in other types of models and networks.







*During this training, the focus will primarily be on **regional food supply chains and food cooperatives** (consumer coops and producer coops). **Community Supported Agriculture (CSA)** will be described in brief, more detailed presentations about CSA may be found in another Grundtvig exchange-based guideline document: **the European Handbook on CSA** (www.urgenci.net/wp-content/uploads/2015/03/CSA4EUrope_Handbook.pdf) as well as on Soil Association's website.*

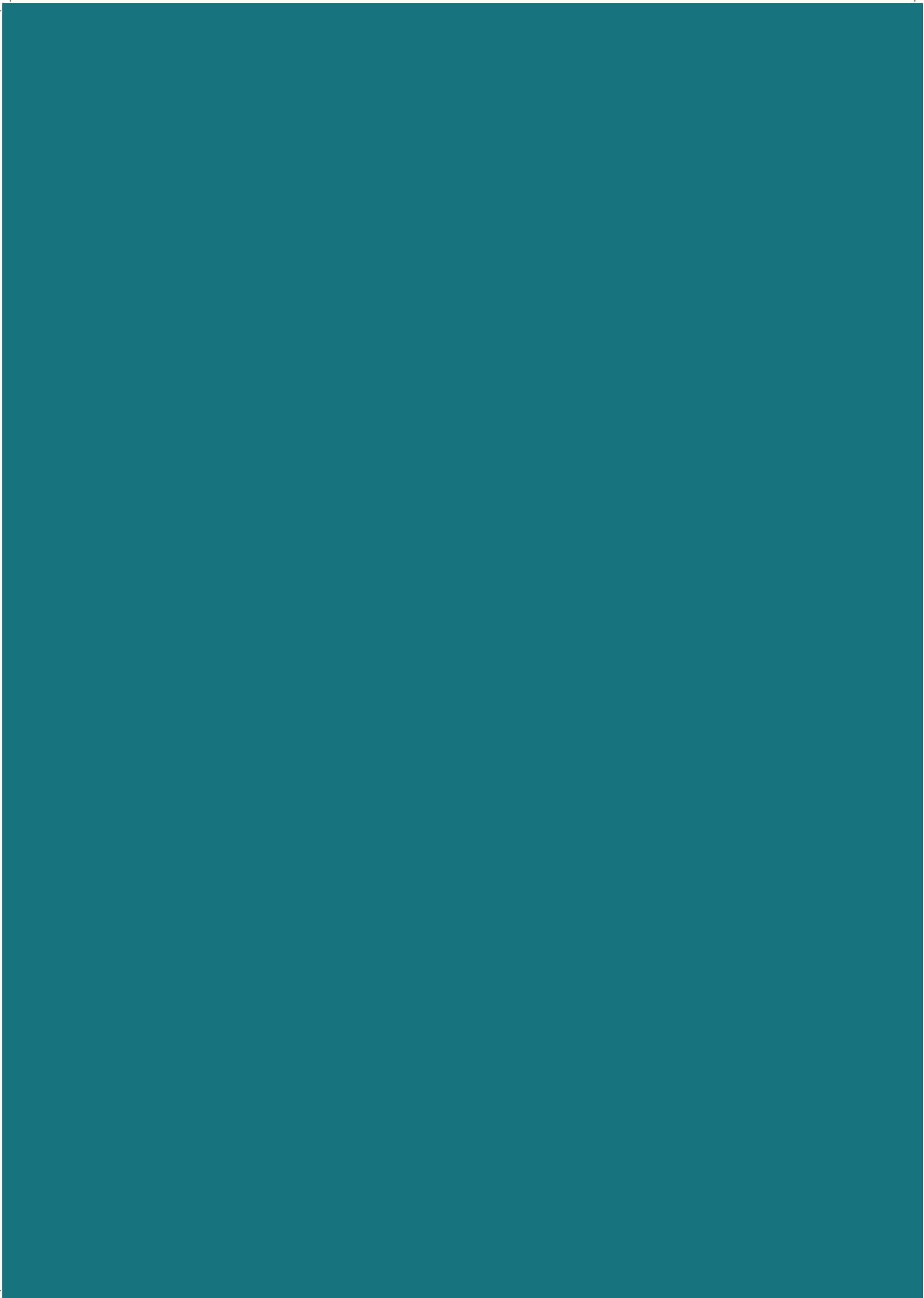
Example of farmers' markets



Example of direct-selling on the farm



-  Farmers /producers
-  Farmers' depot
-  Central station
-  Distribution points
Local
-  Employees
-  Customers
-  Baskets
-  Online shop



MODULE 1

*How to agree
on core values,
how to build
a common vision*

Building Block 1

Collectively identifying the basis and objectives of the project

Building an alternative food system is a collective adventure, where various actors each have their own role to play. **The “starting phase” is a key period where any opportunity to build a common understanding should be seized.** A significant amount of time should be devoted to agree on key objectives, from which common rules will be derived.

It is necessary to commonly work out the fundamentals of the project. The project team should: -analyse the project’s context in social, economic, agricultural, and geographical terms; -point out a shared vision, make all members aware of it, work out core guiding principles;

- identify the issue that the project participants want to address together, for example through a mission statement in five sentences;
- list the general or strategic objectives: what to achieve;
- document the operational dimension: how to achieve these objectives;
- pinpoint the indicators: when do you want to achieve them, how to measure your achievements.

Below is an example of a list of common objectives set by the AlterConso Food co-operative, in Lyon, France.

AlterConso *Objectives*

Promote sustainable consumption

- by **limiting the ecological impact** (transportation, packaging);
- by proposing an **alternative to large-scale retail systems**;
- by encouraging consumption of **seasonal products**.

Democratize the access to quality agricultural products

- by proposing **adapted prices to low income families**;
- by **limiting the intermediaries**;
- by **limiting the unsold products**.

Support local environment-friendly agriculture

- by setting up **partnerships with organic and small-scale family farmers**
- by strengthening the farms through **offering them renewed access to local markets**
- by building **fair prices with the farmers**

Develop social cohesion

- by building **direct links between farmers and consumers** through **farm visits, debates, meetings**;
- by restoring the relationship between the consumer and **the resources of his own territory**;
- by offering the possibility for **exchanges between members** (weekly pick-ups, cooperative life...)

Create jobs

- by setting up an **economically viable solidarity-based company**;
- thanks to **sharing the working time**.

Building Block 2

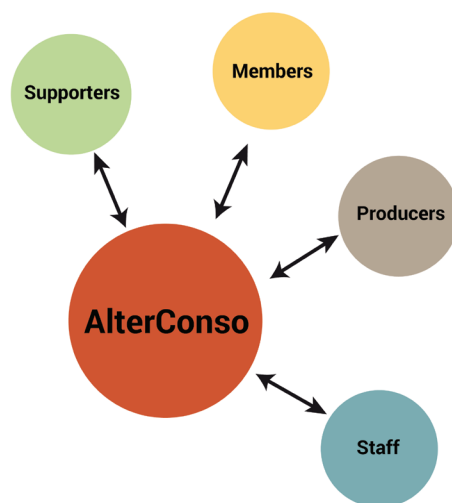
Defining the ideal system and identifying its participants

Having established the objectives (Building Block 1), we can then think about what kind of system we want to build and who its participants will be. Here are two examples for assessing the profile of your AFDS actors and coming up with commitments from all the different stakeholders.

The first example provided above by AlterConso is looked at deeper here. The project participants are identified (Supporters, Members, Producers, Staff), then motivations and commitments are listed for each:

AlterConso *participant motivations and commitment*

	Motivations	Commitments
Producers	<ul style="list-style-type: none"> • Guaranteed market; • Valorization of farming activities. 	<ul style="list-style-type: none"> • Weekly shares' distribution; • Respect of the AlterConso quality charter, «Agriculture Paysanne» charter, and EU Organic certification.
Members	<ul style="list-style-type: none"> • Getting high-quality agricultural products; • Adopting a sustainable mode of consumption. 	<ul style="list-style-type: none"> • Paying the products upfront; • share the risk with the producers.
Supporters	<ul style="list-style-type: none"> • Participating to a concrete action to contribute to sustainable development. 	<ul style="list-style-type: none"> • Finance a solidarity fund; • Provide a distribution point.
Staff	<ul style="list-style-type: none"> • proposing a new service. 	<ul style="list-style-type: none"> • Ensure the activity functioning; • Facilitate work in the cooperative.



WHAT THE COOPÉRATIVE IS MADE OF ?

The composition of participants in AlterConso

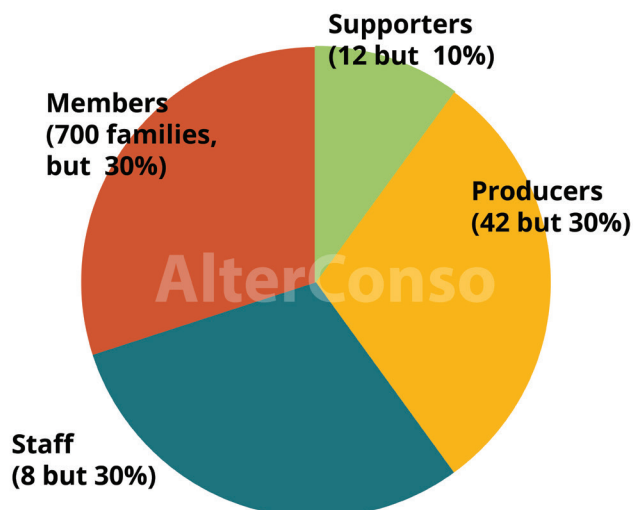
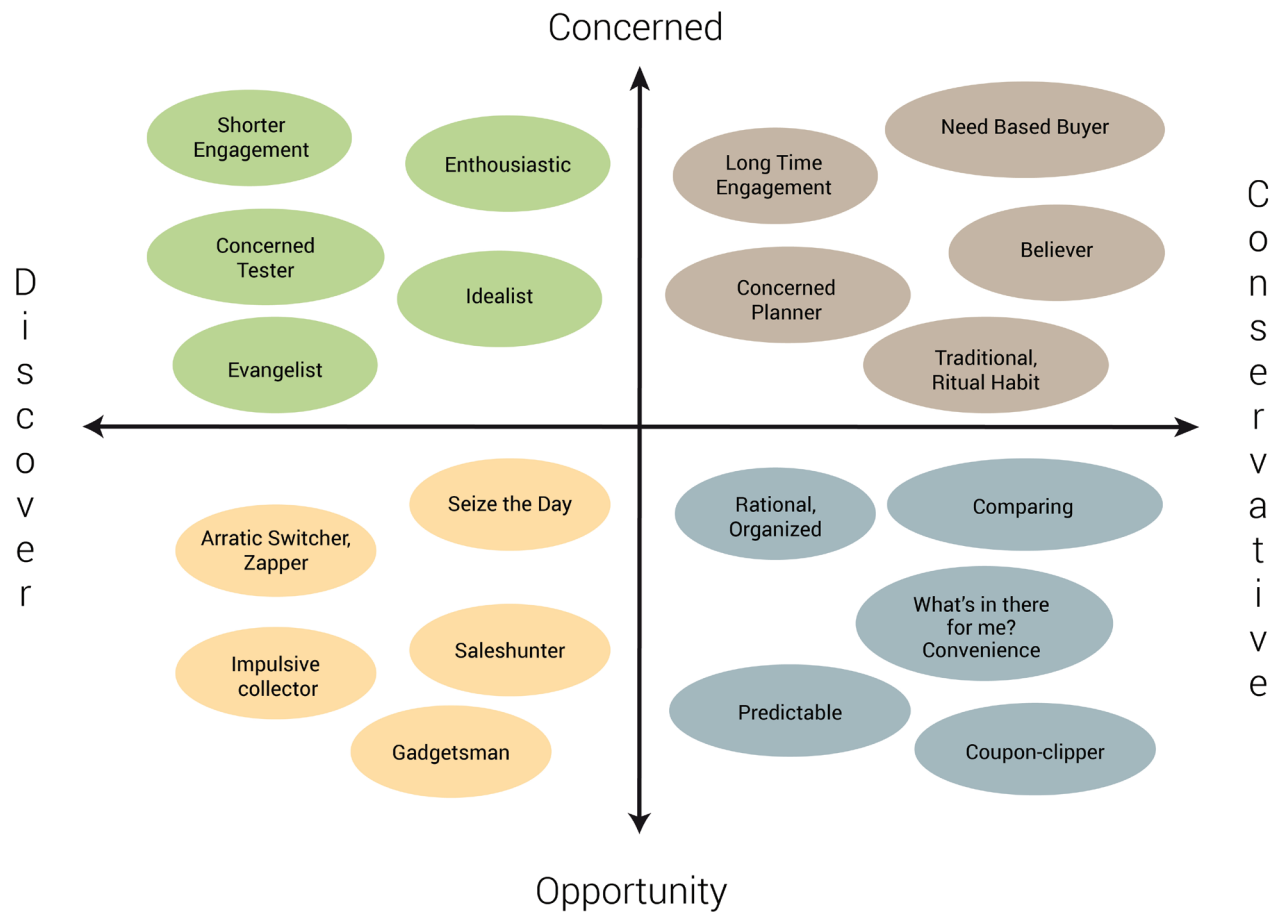


Figure 5 was used in a workshop for the Grundtvig project in Leuven (Belgium) in April 2014. Wim, from Voedselteams, explains: “the purpose of this diagram was to foster discussion about the possible profiles of members of our on-line local food platform. For us, it was a key moment to understand the various needs of very different types of customers that should be fulfilled in order to make our tool easy to use”.

Figure 5

Customer Profiling



Building Block 3

Decision-making, governance and organisational set-up

Putting thought into how the project is set up and governed, including procedures for decision-making, helps avoid unnecessary stress down the line. Things to consider include: operational structure; clear and fair distribution of responsibilities; how decisions will be made.

An initiative should not be centered around one or two people; projects with this characteristic easily become paralysed if the leaders drop out or are unable to co-operate with each other.

The Urban Co-operative Farm in Helsinki is run by a consumer cooperative (Herttoniemi food coop), and is an example of how the running of such a farm can be achieved through a fairly complex organisation with a clear (if evolving) set of governance principles, some of them stipulated by law. As Olli, one of the founding members explains, “the co-op is the umbrella organisation. People can be members of the co-op and thus the CSA, or just the food buying club, which has a separate yearly membership fee, or both. Co-op members have voting rights in the Annual Gen-

eral Meeting and other official meetings. Larger decisions such as approving the yearly budget and share fee, as well as any changes to the co-op rules are decided during these meetings. The administrative side of the co-op is managed on a voluntary basis, except for accounting which is handled by an outside professional. The co-op selects a board of members every year to oversee the running of the co-op, make operative decisions, and prepare the annual project plan and budget for approval by co-op members.”

An organisation should be sensitive to the different possibilities and capabilities of its members. The strength of such groups is that there is a variety of skills that can be harnessed in order to achieve the common goals. As an example see AlterConso’s system of voting rights, which is well thought through, for the different types of co-operative members during the General Assemblies.

Building Block 4

Searching for the right legal status

This is a very important aspect that is sometimes neglected. Veikko Heintz in his book about Solidarische Landwirtschaft, the German name for Community Supported Agriculture (<http://www.solidarische-landwirtschaft.org/de/mediathek/literatur/>) outlines legal models for CSAs in Germany. There is a wide variety of obligations and consequences (including opportunities!) that ad-

here to the different types of formal and informal arrangements.

For example, a crucial aspect is to understand the tax system to which your operation is subject. Some AFDS fall into the category of direct-selling, with the consequence that it is only the farmer who is responsible for tax-related issues. This is the case in the Finnish REKO or

the French AMAP systems. The latter are considered to be associations supporting direct-selling. When your project is operating as intermediary and manages cash flow, it falls into a distinct category; it becomes a retailing operation and is subject to a particular tax regime.

Addressing the question of tax might involve a legal expert and/or other institutions with previous experience.

This document cannot give specific information but can highlight that this topic is worthy of consideration. This is a field which requires future research and consultation.

The table below lists initiatives in different countries and demonstrates the variety of options of legal status:

LEGAL STATUS OF SOME INITIATIVES VISITED DURING THE PROJECT					
Initiative	Country	Website	Date of data	Founded in	Legal Status
Voedsel-teams	Belgium	www.voedselteams.be	May 15	1996	VZW (Vereniging zonder winst = non-profit organisation)
Alter Conso	France	www.alter-conso.org	May 15	2005	SCIC (société coopérative d'intérêt collectif = non-profit co-operative)
Ar-bralégumes	France	www.arbralegumes.net	May 15		Association loi 1901 (non-profit association)
Les Paniers Marseillais	France	www.lespaniersmarseillais.org	May 15	September 2011	Association loi 1901 (non-profit association)
Lebensgarten Dreisamtal	Germany	http://lebensgarten-dreisamtal.de/	June 15	2012	Non-profit association
Solawi Kassel	Germany	www.solawi-kassel.org	May 2015	2010	none yet, just contracts between producers and consumers
GartenCoop	Germany	http://www.gartencoop.org/tunsel/	June 15	2009 (farming begun in 2011)	association for the member, society with limited liability (farming business), shareholder (non registered association)
REKO	Finland	groups on facebook	May 15	2013	no actual organisation existing
The Urban Co-operative Farm	Finland	ruokaosuuskunta.fi	June 15	2011	Co-operative

We will look in greater detail at the legal status of the French CSA Arbralégumes.

Arbralégumes is a non-profit association according to the French law of July 1st 1901 which details the internal rules of associations as well as the role of each administrator.

In 2015, the Board of Directors of the association Arbralégumes was composed of 11

members: 4 producers, 1 employee and 6 consumers. Various working committees have been created. A smaller executive board is composed of one representative for producers, one representative for consumers and one representative for the staff.

Legal status of Arbralégumes, France.

The purpose: « to promote a social ties as part of the Social and Solildarity Economy”

The different aims of the association: “ To connect consumers and producers in small-scale sustainable farming and used short-chain circuits, To have a diversity of public with a large geographic area for the distribution points, To communicate about agriculture and alternative systems during the time of the distribution food, To create educative activities and take part in trainings.”

The administrative address

The lifetime: “Unlimited”

The Members’ rules: “To be a member of the association, a subscription has to be payed. The total is decided by the General meeting. The association is composed by actives or partners members. The statue of member can be lost by: death, resignation, subscription non-payed or removal by the board of directors.”

The Financial Resource: “Annual subscription, sales of products, services, subsidies, donations.”

The Ordinary board meeting: “A meeting is organised once a year and gather all the members who payed their subscription . The members are invited 15 days before the meeting date. The schedule is written on the notification. The ordinary board meeting vote the activity report, the financial report and the activities for the next year. The board of directors is renewed. All the decisions are voted by the majority of the present members.

The Extraordinary board meeting: “can be convene by the board of directors, 15 days before the date of the meeting, to dissolve or merge the association. All the decisions are voted by the majority of the present members.

The Board of directors: “The association is managed by the board of directors who is composed of minimum 3 members (2 or 4 spokesperson, 1 or 2 treasurer minimum) and maximum 11 members elected for on year. The board is taking on the employees. The employees can be part of the board of directors. The board has to organize minimum 3 meetings per year. All the decisions are voted by the majority of the members.

Internal rules: “Another document can complete this status, voted by the ordinary board meeting”.

Statement for modifications: “The association can turn into a Cooperative, voted by the ordinary board meeting.”

Dissolution: “The dissolution of the association can decide only by the Extraordinary board meeting. The goods can be attributed to another similar association.

Arbralégumes, Lyon, France.



Another French example is PAMA

...Abbreviation for Paniers marseillais, "Baskets from Marseille"), an association created in 2007. PAMA's role is to put producers and consumers in Marseille in contact with one another in accordance with the basic concept of AMAP. AMAP (Association pour le maintien d'une Agriculture paysanne) is a contract-based direct-selling system which is the most widespread CSA model in France. All the PAMA network farms are certified organic. PAMA creates, organises, and oversees affiliated groups known as PdQ (Paniers de Quartier, "Neighborhood Baskets"). Every PdQ is a self-managed association in compliance with the PAMA Charter. Each PdQ has its own farmer, who brings his harvest regularly (vegetable growers come weekly); contracts can be made for bread, eggs, or fruit, etc.

The PAMA is run by a Board of Directors (Council of Administrators, CA). The members of

the CA are elected every year during the General Assembly (GA). The Board is composed of two co-presidents: a producer and a consumer, two treasurers, two secretaries. Moreover, the PAMA network also relies on a full-time staff.

All the members of the Board (except the staff) are 100% volunteers.

At the moment, the PAMA network is made up of thirty PdQ, which are equally distributed across the city. This represents a total of 1,500 families, or approximately 5,000 consumers. Among these 30 PdQ, four are students' groups and three are located in socially challenged areas. PAMA has contact with charities that take the leftovers and cook food for the homeless.

Les Paniers Marseillais, Marseille, France.



Building Block 5

Reflecting on efficiency

Efficiency is one of the most frequently used concepts of our time. The interesting thing is that the same term is used by people from very

different backgrounds – ecologists on the one side, business strategists, on the other side.



Efficiency: Where market capitalism and the green movement meet

Many in the green movement have highlighted resource efficiency as a way to fight e.g. Climate Change. Market capitalism also uses efficiency as one of their paradigms, mainly to refer to competitive advantages. Why does this happen?

Terminology

The word **efficiency** is often used carelessly. For example, take the way in which the word **efficiency** is mixed-up or confused with the word **effectiveness**. There is a saying “Efficiency is doing things right, effectiveness is doing the right things” and indeed it is true that there is fundamental difference in the meaning of the two terms:

The **efficiency** of a system means the ratio between the work or energy got out of it and the work or energy put into it. E.g., the more energy we get out per unit amount we put in, the more efficient the system is. Efficiency is dimensionless without any goal attachment.

Effectiveness is linked to a goal. Effectiveness is the capability of producing a desired result. When something is deemed effective, it means it has an intended or expected outcome. Here is a simple example to demonstrate the difference between “effective” and “efficient”. In order to stop a fire, water or champagne can be used. Both are effective. Using Champagne is more cost intensive and thus not efficient. If there is no other measure available to stop the fire it might be the most efficient, if the benefit is higher than the cost. Already here we see the fixation on cost.

Looking at the definitions, we have to highlight that efficiency cannot be a goal in itself but has to be put in a context. In this respect, it seems relevant to link it with the term effectiveness. Then it will be coupled with values, morals and norms; essential when we deal with the use of the word in the context of food supply/food systems.

This leads us to another mix-up/misunderstanding when we look at the difference be-

tween efficiency and productivity: Productivity means the amount produced per unit area of land or per person employed. Efficiency will look at what energy goes into the production of food in relation to its yield. This argument is frequently cited when discussing the benefits of industrial agriculture.

Many will argue for the efficiency of industrial agriculture as opposed to organic agriculture or other forms of extensive agriculture or nomad / hunter–gatherer lifestyles by saying that the cost ratio is much more favorable, that more is produced in smaller spaces (as space costs money). But if the parameter is changed to energy we can get completely different results as has been listed in an article here (<http://veganorganic.net/2012/06/what-is-efficient-agriculture/>). From this perspective, the energy going into extensive agriculture or even food gathering proves to be much more favorable than energy-intensive industrial agriculture.

Efficiency does not equal less use of resources

Apart from the terminology, there are more issues with efficiency. We can thus question if the obsession with this term is justified.

The Rebound Effect refers to the behavioral or other systemic responses to the introduction of new technologies that increase the efficiency of resource use. These responses tend to offset the beneficial effects of the new

technology or other measures taken. The “Khazoom-Brookes postulate” describes the idea that energy efficiency gains paradoxically result in increases in energy use. Gains made have partly or fully been offset by changes in the consumption mix and especially overall consumption growth. An example: Despite advances in CO2 offset efficiency (e.g. lightbulb) the average private consumption expenditure per person rose by 33% in the EU-27 between 1990 and 2010, with the greatest growth, 77%, in the 12 countries that have joined the EU since 2004.

Efficiency and regional food systems

When dealing with the issue of regional food systems, the issue of efficiency rises immediately. And at first sight the current logistic systems have created cheap ways to feed oneself globally. You can easily eat and access cheap (and previously unknown) food from all over the world; even food that can be grown locally can be bought at a lower price although it comes from the other side of the world. But the parameters are wrong: the hidden economic, ecological and social costs (externalities) are not in the price tag.

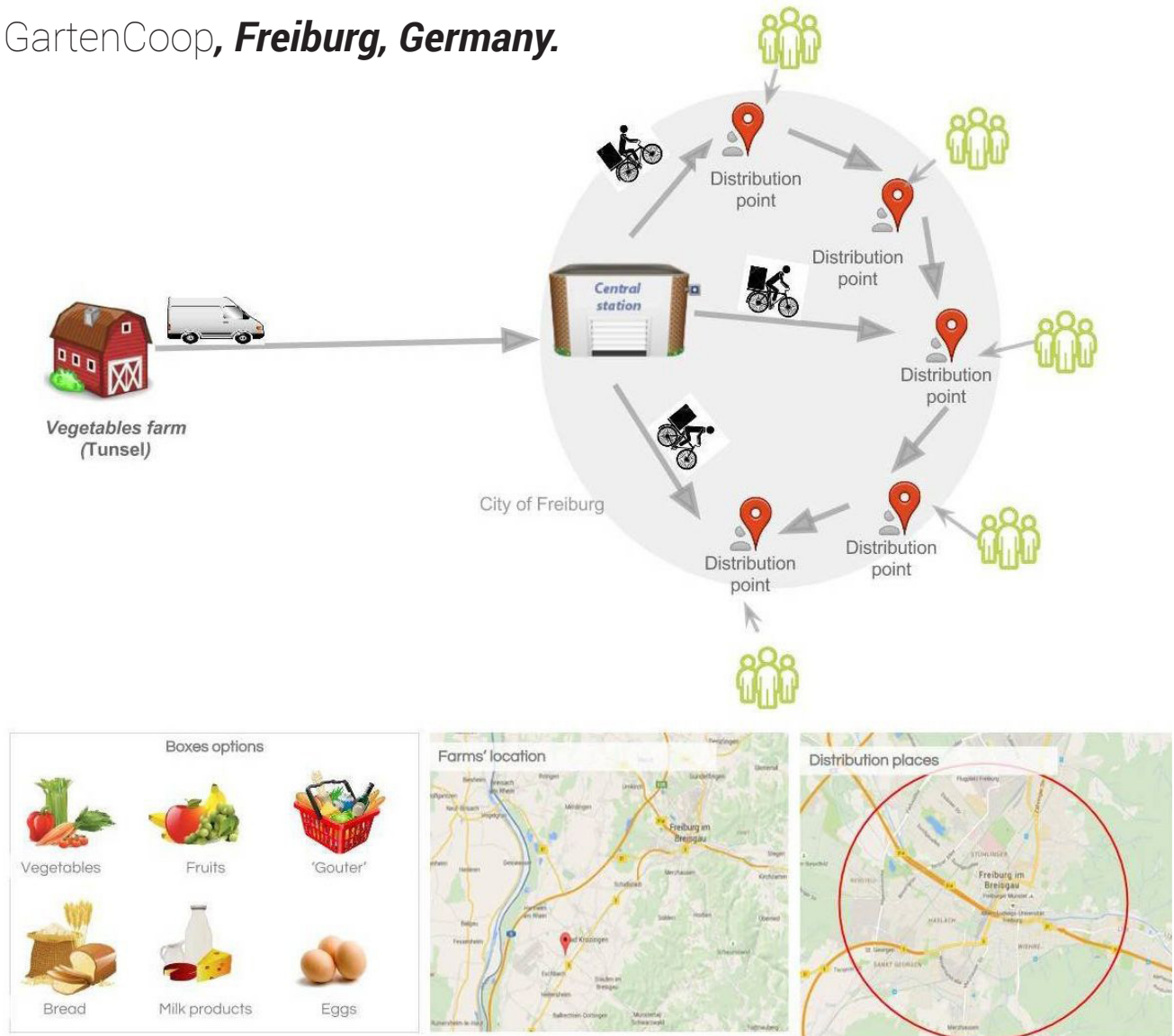
People involved in local food systems have often chosen to make their own arrangements and create new structures. But when looking at the challenges to establish logistic solutions for more sustainable, regional food systems, the question of efficiency will pop up. This is why the term efficiency, the link to effectiveness and also the time dimension all need to be discussed: we should distinguish between long term efficiency and short term efficiency.






If the aim of a more local, sustainable food system is to maintain peasant agriculture, healthy local ecosystems and landscape, adequate logistics should accompany this, and should address the following issues: How can we feed ourselves without losing the proximity between producers and “prosumers”? How can we establish an (uncomplicated) and comprehensive short food supply chain that is not resource-, energy- and transport-intensive?

This means we should look at effectiveness first rather than efficiency. This means placing values first. After all, the alternative food system is value-driven instead of limiting the focus to mere financial profit. According to these values and aims, we can design the food system along the parameters. The effectiveness will look at how we have managed to achieve these goals, e.g. through sustainability indicators. Then we can look at the efficiency of measures based on input/output.

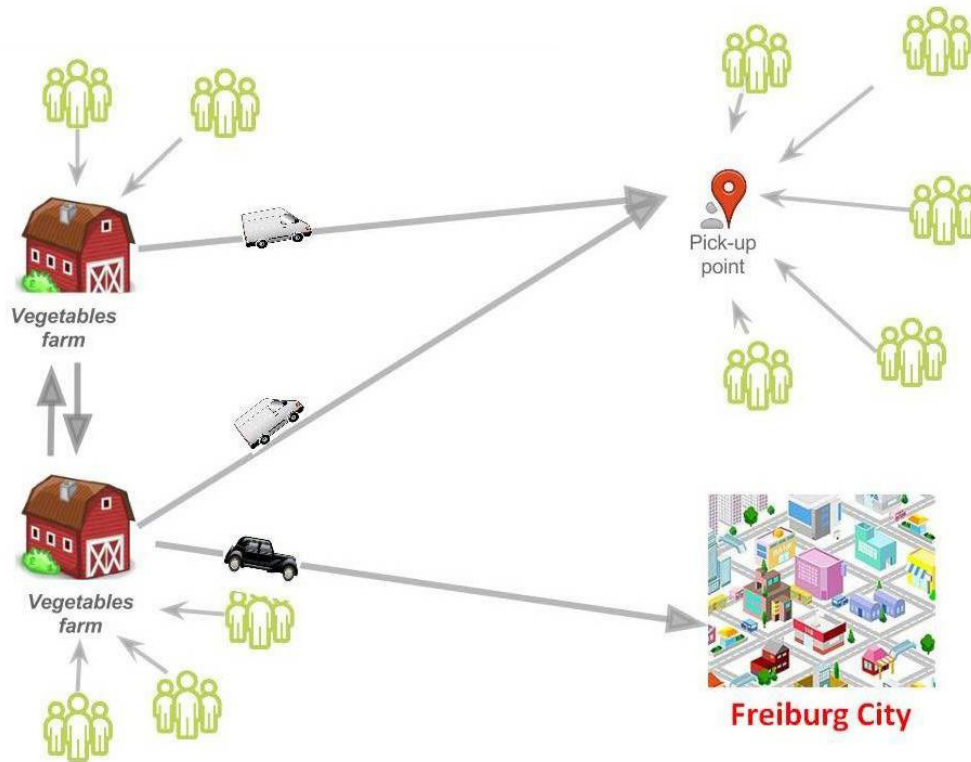
Two CSA initiatives from Freiburg, Germany.

GartenCoop, *Freiburg, Germany.*



-  Farm (Tunsel)
-  Central station
-  8 Distribution points
-  8 Employees
-  450 Customers

Lebensgarten, *Dreisamtal, Germany.*



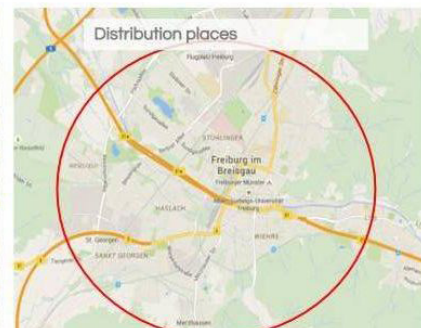
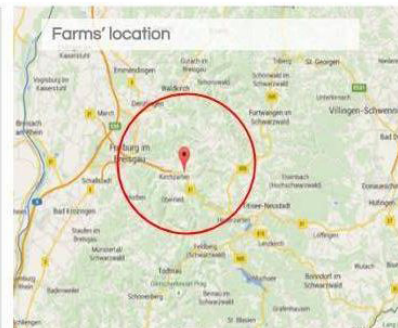
Boxes options







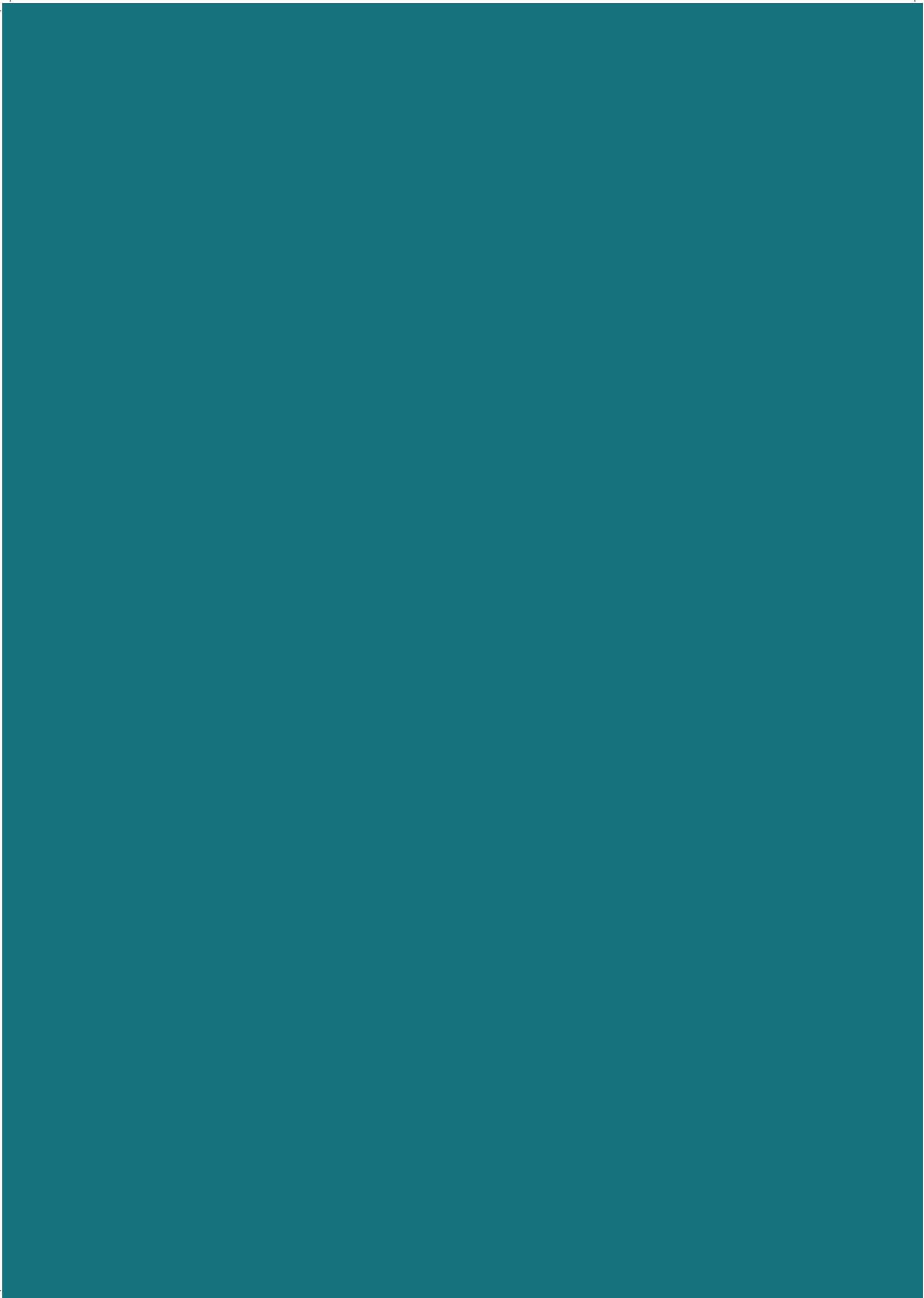
Vegetables



Fruits



-  1 Farmers' depot (Tunsel)
-  2 Distribution points
-  3 Employees
-  60 Customers



MODULE 2

SETTING UP

THE ECONOMIC

MODEL

Building Block 6

Defining and understanding the potential of the surrounding area

A key element for every aspect of the logistics of short supply chains is to find the right scale. The territory in which the local food system will operate has to be defined thoughtfully.

Distance and scope can be crucial issues for AFDS. Consideration could be given, for instance, to the question of the perimeter of a given region or what is meant by the word local. There is no rule about how small or large an area should be in order to be considered suitable. A look into the local history (even as recent as 50 years ago) can provide answers, for example, where were the paths for the older trade routes? Was specific produce produced in specific areas? In many cases, administrative boundaries are not the most appropriate, they sometimes lead to the construction of initiatives that are overtly large.

For example, London Food Strategy has included all of South-East England in the territory from which the local food system of the capital should be drawn. Similarly, an initiative in the West of France, in the municipality of Alençon, was substantially enlarged. The initiative was focusing on a transportation logistics, conditioning, processing and packaging platform for small farmers, Initially intended for a single urban and peri-urban area of around 100,000 inhabitants, the action area was extended to two whole counties (Orne and Sarthe departments) making up a territory of 500,000 inhabitants.

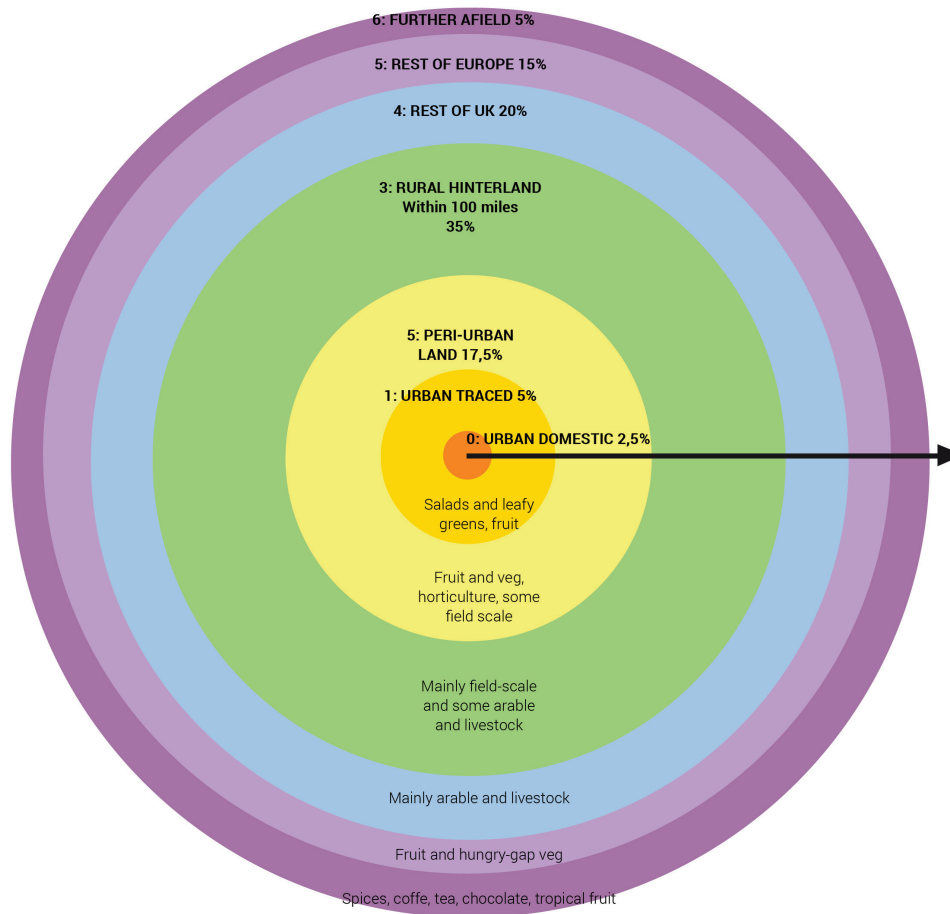
An analysis of the context and potential of a specific region is an important issue when starting an AFDS. The area in which you want to operate might be an area with clearly determined agricultural use (like a wine growing area) without much chance for vegetable growing (e.g. soil related).

Besides the natural geography, the human geography of shaping spaces into a cultural landscape has to be considered. This includes for example the urban and demographic density. Is the area rural or urban? How large is the urban area and how is it structured (compact or sprawling)? Do we observe large concentrated ownership of farmland? There might be demand from old producers to keep the farmland in good hands which could be very suitable for a new project.

Historically, the first reference to zoning the source of food was Von Thünen's theory on concentric circles of food production around urban dwellings. Von Thünen was writing in the eighteenth century. Today, for example, the Food Zone Diagram developed by Growing Communities (see below) is a way to approach the geographical dimensions of food systems at a regional scale. It may enable you to position your project in a given context.

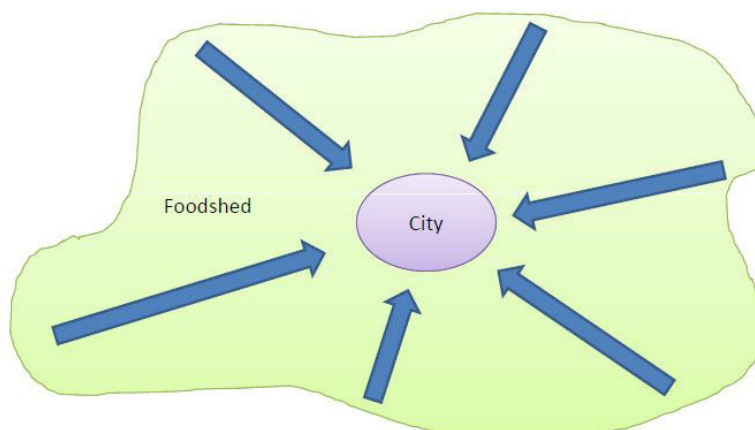
The concept of **foodshed** refers to the geographic region that produces food for a particular population. Research has shown that sustainability is most often approached by each of us in immediate spatial, temporal and social proximity. This is because our human perception is generally subjective and limited and our experience and understanding of processes is of low complexity. This means that responsible consumption is more likely when we can relate to the consequences of production, especially through geographic proximity. This impacts not only on the manageable size of the social environment but also relates to the design of an AFDS.

The Food Zone diagram, Growing Communities



Foodshed concept

Foodshed



Slaughtering House Pietarsaari/Jakobstad

Marten, one of the founding members of the shareholding company that set up the Slaughtering Jouse, explains the history of this project:

“The idea for building our own slaughterhouse came from a group of about 15 herders, all friends. We were unsatisfied about the relationship with the large-scale slaughterhouses and felt there should be an infrastructure more fit for small farmers, easy to use and less costly. So basically we sat around a coffee and started to plan something. We investigated the local farmers’ need for a

small-scale slaughtering house and identified about 60 farms which could have a regular use of such a place. We were lucky that at the same moment, a local direct-selling system, called REKO, emerged. Almost all the farmers using our structure are selling through REKO because it makes it much easier for them to reach the consumers. For REKO, it was also a huge boost since the offer of local meat production was multiplied, up to a third of Jakobstad’s REKO total turnover”.

As a summary and check list, here are the key data to collect and analyse:

- 1/ Distances within the territory, between production sites and consumption centers;
- 2/ Coverage of existing alternative food systems;
- 3/ Agricultural structure: proportion of agricultural land, of organic farms, variety of selling systems (direct-selling at the farm, ethical purchase groups, other types of AFDS);
- 4/ Existing associative networks, especially food oriented associations.

Building Block 7

What does the eater demand? Who are the eaters?

First of all, it is important to note that AFDS is not about artificially creating demand, but about feeding people in a local way that is fair to all participants and has high social and environmental standards. When starting an AFDS initiative, it is important to see what is already there and then to coordinate the efforts. In most places there is more than enough space for the creation of new initiatives – and it is logical to expect that a good example will trigger more interest.

The GartenCoop founding members underline the need for thorough preparation, espe-

cially to connect to potential member groups. In their own case, a two-year-long process consisting of regular events (planning meetings, project building, awareness raising and land searching) was necessary.

In Finland, the Urban Co-operative Farm in Helsinki received a lot of interest from prospective members as soon as some tentative plans were made and the co-op was up and running within a few months.

“It seems that the co-op was started at a good time. There was pent-up demand for some-

thing like this. People were waking up to questions about 'good food' and interested in knowing where their food comes from. There was also a lot of interest in food growing, but in an urban setting, people struggled to find spaces for gardening on any real scale and allotments were hard to come by. Recruiting the initial group of members was quick and was aided by suitable mailing lists and social media, as well as the visibility the project gained in traditional media because of its novelty. Now that the co-op is running, we keep advertising through social media and with posters and flyers whenever we need more members, and also get new members with the help of recommendations from our existing members.”
 –Sini Forssell, co-op member.

It is crucial to think about the appropriate number of consumer participants in any given project. This will depend on the type of project. For example, a closely-knit CSA-type arrangement will be limited in the number of participants, depending on the growing space available but also for the group to be small enough to allow in-depth relationships and to feel like a community. Several dozens members is probably approaching the upper limit. A looser network involving many farmers and many locations will be able to have many more people involved.

Belgian example: Voedelteams availability calendar “leveringskalender Oost-Vlaanderen Noord 2015” (left: weeks and dates; top: name of the farms).

	Dairy Farms	<i>De Zwaluw</i>	<i>Clincke</i>	<i>Het Eikenhof</i>	<i>Hoevezuivel 't Veldeken</i>	<i>Keymeulen</i>	<i>De Schapen melkerij</i>
Week	levering op vrijdag	Bio zuivel	Harde kazen	Geiten zuivel	zuivel	zuivel	Schapenzuivel
1	02 jan 15	NEENO	NEEN	NEEN	NEEN	NEEN	NEEN
2	09 jan 15	JA	JA	JA	JA	JA	JA
3	16 jan 15	JA	JA	JA	JA	JA	JA
4	23 jan 15	JA	JA	JA	JA	JA	JA
5	30 jan 15	JA	JA	JA	JA	JA	JA
6	06 jan 15	JA	JA	JA	JA	JA	JA
7	13 jan 15	JA	JA	JA	JA	JA	JA
8	20 jan 15	JA	JA	JA	JA	NEEN	JA
9	27 jan 15	JA	JA	JA	JA	JA	JA

Availability calendar provided by Arbralégumes, Lyon, France.”

Calendrier Panier Fromages/Yaourts 2015-semester 1

	janvier		février		mars		avril		mai		juin
1	VACANCES	6	Yaourt+ Fayolle	10	Yaourt+ Fayolle	15	Blin	19	Fayolle	23	Schiberlein
2	Yaourt+Schiberlein	7	Schiberlein	11	Blin	16	Yaourt+ Blin	20	Yaourt+ Blin	24	Yaourt+Chipier
3	Fayolle	8	Yaourt+Schiberlein	12	Yaourt+Chipier	17	VACANCES	21	Chipier	25	Blin
4	Yaourt+ Fayolle	9	Fayolle	13	Chipier	18	Yaourt+Chipier	22	Yaourt+ Blin	26	Yaourt+ Blin
5	Schiberlein			14	Yaourt+Schiberlein					27	Chipier

<i>Panier Fromage HEBDO/BIMENSUEL</i>	<i>PRIX</i>
SOLO	5 €
DUO	8 €
FAMILLE	12 €

Semaines paires: livraison des yaourts
Semaines impaires: fromage bimensuel

<i>Panier YAOURTS Blin</i>		<i>PRIX</i>
SOLO	8	5 €
DUO	12	8 €
FAMILLE	18	12 €

Building Block 8

Projecting production and harvests, setting up an availability calendar

Production and harvests should be projected well beforehand. At an early stage, a core group of consumers, with a name such as Farm Team, for example, should co-operate closely with the farmer. In any case, the farmer be planning his production, including variety, seasonality, time input by him and others, cost, and production output in kg.

If the core group is interested in setting up a CSA that uses active help from members on the field, it makes sense to design a work plan based on the farmer's estimated production plan. This could be done by creating an availability calendar, based on the basic seasonal calendar (available in each country).

The availability calendar is created by the growers and eaters together at the end of the year:

- * The producer(s) list(s) the crops they can produce and the months each should be available (e.g. in half months: early June and late June).
- * The consumers then say how much of each crop they would estimate buying per week.
- * The producers then base their planting schedules on this - negotiating/co-ordinating between them who will grow what (if two producers grow the same crop and there is not enough demand). Ideally, the growers should also give the estimated price that those crops

will have with seasonal variations so that eaters can estimate their demand knowing the price.

Some tools for drawing up harvesting plans in small-scale organic farms are already available. Santa Cruz University developed a formula based on the soil type, climate, etc.:

www.casfs.ucsc.edu/education/

www.casfs.ucsc.edu/about/publications/Teaching-Direct-Marketing/index.html

www.code.google.com/p/cropplanning/
(Crop planning software)

Shared equipment/ tools/machinery management and maintenance

Some projects have included procedures to manage tool or equipment sharing. Such procedures and rules will require development. Thanks to these rules, one can easily track who has borrowed what (logging it out and in), how the equipment is stored and maintained, what happens if it needs repairing, whose responsibility it is, how maintenance and repairs and replacement are paid for. These are key questions in any project with shared infrastructure.

The Tajma Slaughtering House in Pedersöre, Finland, sheds light on the strategic dimension of equipment sharing:

“From the beginning, it was clear that the crucial point was to keep such a tool into farmers’ hands. So we decided to rely as much as possible on our own investments, with a complement from loans contracted with a social bank based in Denmark

and with a national agency. Moreover, these loans were reimbursed quickly after the slaughterhouse started functioning. We set up the slaughterhouse as a shareholding, with 19 holders, including one professional slaughterer (who has an experience from big slaughtering companies) and 18 farmers. We put it as a rule, that no one could buy a share if one wouldn’t have a regular use of the slaughterhouse.”

Building Block 9

Cost/price-building

The wide variety of models that fall under the category of AFDS will have a different take on this issue. The most notable differences are between some CSA models and other regional, sustainable food systems. Some CSA systems operate outside the market. Therefore the focus should not be on the price as such but rather the yearly cost that will be divided amongst the members. In this case, the process of determining the right price is usually a negotiation between the gar-

deners/farmers and the CSA members where the envisaged costs are listed and matched with the capacities of the members (financial, work time etc).

If price-building is required, the orientation to the market is helpful but not the determining factor. As these AFDS are driven by high socio-ecologic values, the eaters are willing to pay a fair price.

Price-building should be a transparent process...

Who decides the price?

3 options:

- A *Producers and consumers negotiate the price;*
- B *The producer decides the price, based on the costs of production. If relevant, the costs for co-operative way of functioning (distribution etc.) can be added on top;*
- C *The producer/co-ordinator proposes the price and the co-op/group agrees on it;*

Principles of price-building from the French association, Arbralégumes (Lyon area)

- Principle 1: The price has to be remunerative for the producer and affordable for the consumer;*
- Principle 2: The producers of a similar group (gardener, fruit farmer, cheese maker,..) have to talk to each other about the prices so as they are at the same level;*
- Principle 3: The price should be flexible, allowing for the climate or difficulties of production;*
- Principle 4: Each price modification has to be explained and debated during the bi-annual meeting of producers. If the price increase is steep, the agreement of the board of administrators should be sought.*

Example of the Solawi Kassel (Solidarische Landwirtschaft Kassel) in Germany

“Our leading principle is that price-building is not only about the value of the products, but also a social issue and a challenge”, explains Sara, one of the Solawi Kassel’s coordinators. “The Solawi Kassel (Solawi is the abbreviation of Solidarische Landwirtschaft, which means solidarity based farming) decides the prices of a share in a yearly bidding round with all participants. After the budget for the year is presented, everybody knows the average price for a share. Every eater decides then what he wants to pay. It can be exactly the average or beneath or above it, the thing that matters is that all together we cover the budget. If it does not fit, another bidding round is done directly (who can pay a little bit more?)”.

Having a formula like this helps the growers to calculate prices that are fair to them, but is also decisive regarding transparency, as it shows consumers precisely how the price is built.

Other “How much do you pay?” formulas

- * ‘Shares’ are paid based on working out the overall production costs for the year, equally divided between all the buyers (pure CSA model);
- * Buyers pay per basket/box/bag;
- * Pay per product, an amount per kg.

Different pricing structures:

- * No limit - buyers decide themselves how much they can afford to pay
- * Sliding scheme – there are several prices for the same product or the same share, according to, for example, the buyers’ declared income
- * Fixed price

How much produce do you get for the payment:

- * A set amount
- * Take what you need

Building Block 10

Breaking even, looking for financial stability

Making a financial loss is undesirable, no matter what kind of model is at stake. In order to avoid financial turbulence, the experience of other groups can surely help – it is nonetheless clear that the lessons of your own experience will be the best teacher. Thorough preparation and planning will surely help. This is true especially to the following fields:

- * Determining the right legal status for the organisation’s financial requirements;
- * Allocation of clear responsibilities;
- * Management of how the money is transferred and the payment made (yearly/monthly/bi-annual payment, ..);

- * Determining how the buyer will pay (cheques, bank transaction, cash, ...);
- * Determining how the grower will be paid;
- * Determining if all costs are covered: Many factors that don’t come to mind have to be included in the budget, e.g. insurance policies need to be checked and calculated in the budget.

Here is an example of a business plan from a French initiative:

An IT solution for accountancy can really help. Getting the finances right and making sure that people get paid is crucial for a smooth func-

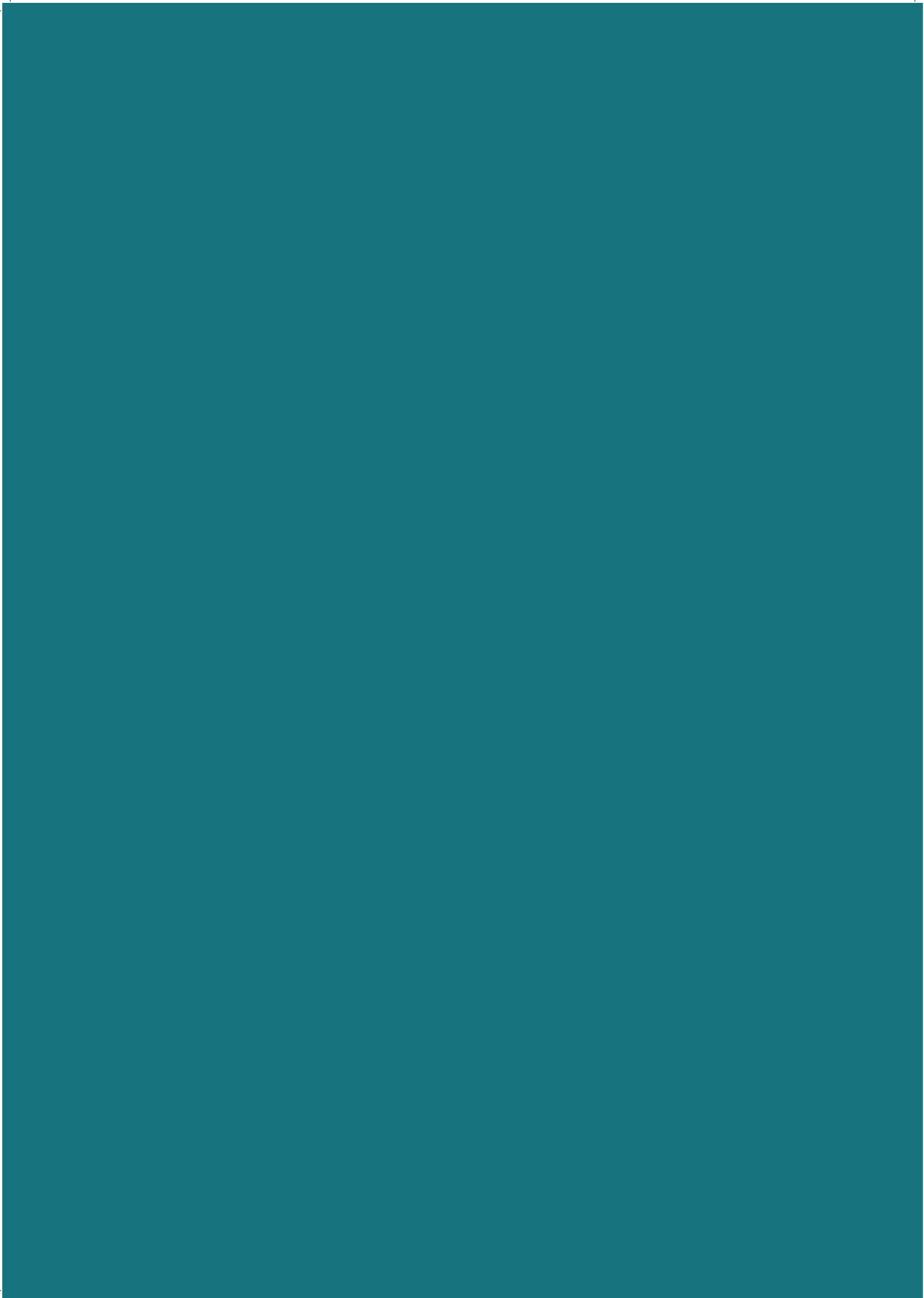
tioning of the organisation. Make sure to find a way to keep track of and manage who has paid and when. This might involve using the services of an accountant and a tax advisor. In Belgium and France, each group has a volunteer responsible specifically for the management of payments.

Within the AMAP/CSA movement in France, the consumers write cheques for each

monthly payment (6-12 months in advance) and give them to the producers. The producers do not cash the cheques until the dates the payments are due.

In conclusion, financial systems are best kept simple and appropriate to the group size and concept.





MODULE 3

LOGISTICS

Building Block 11

Distribution/nodes/intermediaries and storage/cooling hub

Distribution (transportation of products from producer to consumer) is a high cost for an AFDS. We should be careful about developing more efficient distribution systems - simple and low cost, both financially and environmentally.

Distribution models can be roughly divided into three types:

a) Directly from the farm to the consumer

- * Home delivery: producer delivers direct to house;
- * Distribution at a collective delivery point where members pick up their share;
- * Farmers' market
- * The eaters' group or an intermediary service takes charge of picking up from the farm and delivers to the eaters

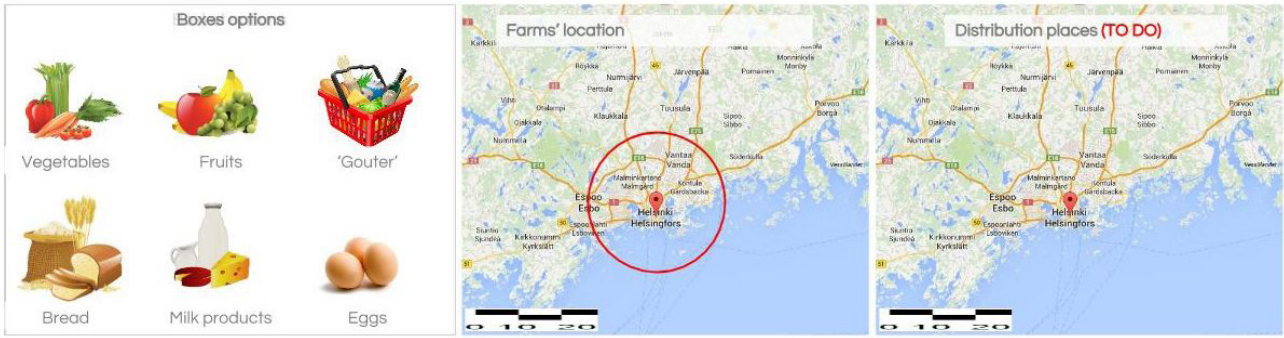
b) Farm-Depot-Eater (for example a public or community space, or a rented storage unit)

- * producer delivers to the depot and the consumers come to the depot to pick up food
- * producer first delivers to the depot, after which the co-op staff deliver to households or to groups;
- * the co-op staff pick up from the farm, take to the depot for packing and deliver to households or groups. This is the model implemented by AlterConso, a 700 members scheme operated in Lyon, France.

c) Pick up at the farm

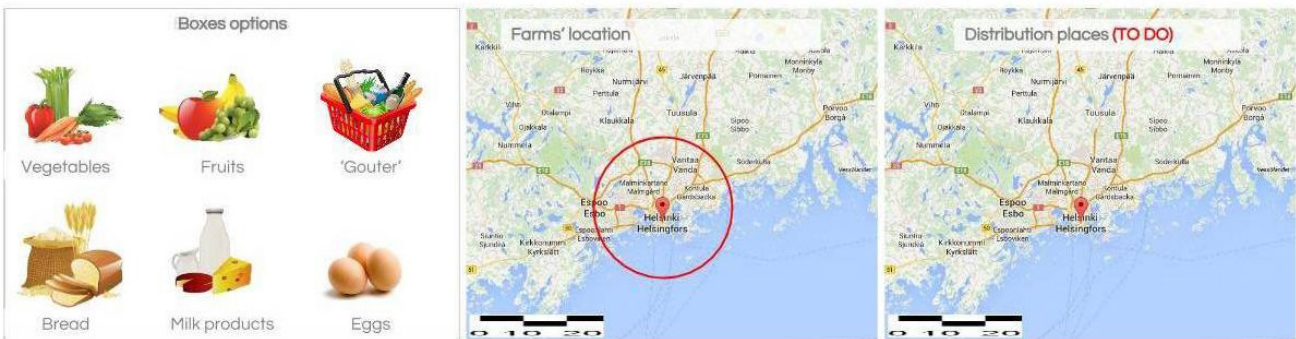
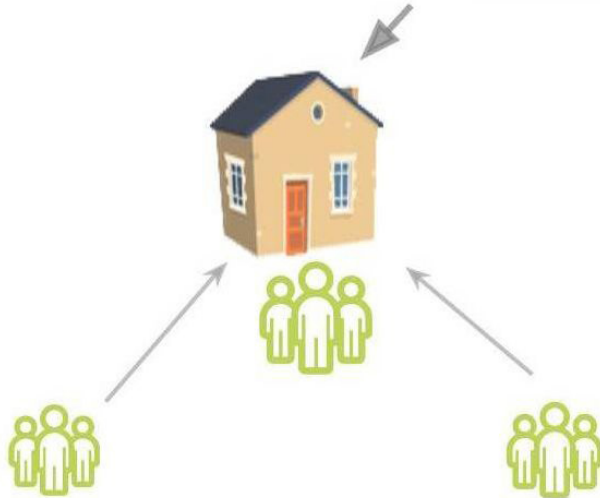
Local farm shop on wheels, Horben near Freiburg, Germany.



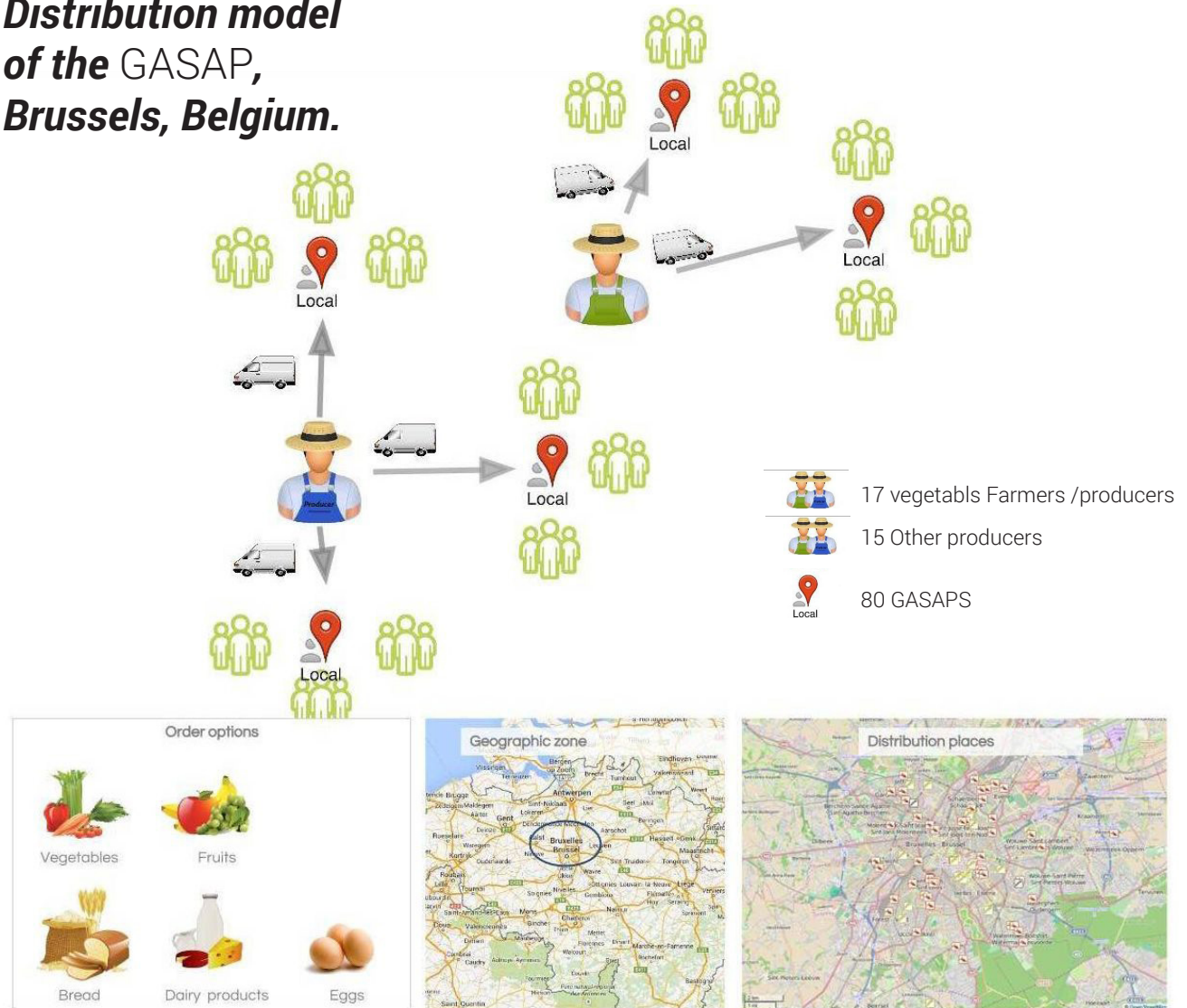


**Classic food co-op model,
Freiburg, Germany.**

- 3 Farmers /producers
- 1 Farmers' depot
- 1 Central station
- 5 Distribution points
- 3 Employees
- 280 Customers
- xx Boxes (xx/p)
- xx Boxes options



Distribution model of the GASAP, Brussels, Belgium.



The role of intermediaries

The idea of having intermediaries in the food system is often met with some suspicion.

In the mainstream food system, the transformation and retail sector have higher profit gains than producers. For example, in Germany, the agricultural production has a 0.8% share of the Gross Domestic Product despite working on 52% of the country's land, while the food processing sector has a turnover three times higher, amounting to 163 billion (2011). In many instances throughout Europe, farmers have been under pressure from intermediaries including retailers and even milk

co-operatives. The agrifood businesses' margin is increasing while the price paid to the producer is, at best, stagnating, or simply collapsing as in the milk industry.

A major benefit of AFDS is often seen to be that they leave out intermediaries, resulting in lower consumer prices and an appropriate wage for the producers. However, small intermediaries like local food shops or processors are not part of the problem. Instead, they can be an important part of the solution. This is true for the local food transformation through slaughtering houses, butchers, bakers, brewers and food dryers. Small artisan transporters, wholesalers or specialised retailers can also play a role in helping with mar-

keting and enabling the producers focus on production.

Each intermediate step has a cost. This cost depends on the number of employees (or volunteers) required, the price and use of energy to transport and control temperature, and the outlet rent.

Partnership models can be of great importance in order to use synergies and share costs.

AFDS can take advantage of being a short chain. They are generally not under the same pressure as conventional large-scale logistics to transport food over long distance and time. However, even short-chain logistics are not free from time constraints. Farmers usually have the means to store their produce. Storing food at the farm and then transporting it directly to the eaters or the collection points is the most straightforward solution. It also spares any intermediary cost. The question of organisation and costs arises if, apart from storage facilities in the

production space, further storage is required for distribution, for example in a city center.

In some cases, there might be a need for producers to have a centralised storage and/or distribution place in a town, where a diverse range of products can be brought and sorted into smaller quantities, which are then distributed to many points (CSA or others).

Spanish short food supply chains, operated by various ecological organisations, are examples of where this system has been tried. In Madrid and Barcelona, producers have tried renting a place in the large-scale logistical centers for food in the town (Merca Madrid or MercaBarna). From there, CSA networks pick up the products and distribute them to the different CSA or food co-ops in the city with their own collective delivery systems, once a week. In other towns, like Segovia, producers and consumers have jointly rented a place on the periphery of the town, where all the different city CSAs gather weekly for product distribution.

Building Block 12

Synergies and collaboration

AFDS rely on co-operation rather than competition. This differs from conventional market logic, in which markets are conquered and competitors are challenged. Instead, trying to find other people who have similar approaches or similar ideas, and practicing solidarity with other projects is seen as a more constructive approach in AFDS. Screening existing projects or ideas should thus be one of the first steps for anybody looking to create an AFDS.

There are plenty of benefits from this approach. Building synergies with similar projects is a way to save time and money, for example through shared infrastructure or transportation. In Lyon, four initiatives are sharing a logistical hub called La Bruyère, thus saving money on the rent and sharing energy costs.

Some interesting synergies have been found. An original example is a new delivery point now in use at the Urban Co-operative Farm CSA in Helsinki: a branch of the public library in Helsinki that was seeing a decline in readers. The CSA secured a distribution space and the library reported a rise in users and books loaned out due to the new stream of people coming in through their doors. Another example is provided by the Carla Cargo project in Freiburg, Germany. A group of engineers designing bicycle trailers for food transportation developed solutions for local food initiatives in their area¹.

Economies of scale are one positive outcome of working together, but there are other indirect benefits as well. One is increased visibility for your project. An example is the “Harvest Week” in September 2014 in Lyon, where more

than 10 bodies organised a series of different events during 2 weeks, with a joint campaign approach. Another important benefit is know-how and experience-sharing. This is useful in the beginning of the project but also on an on-going basis with continued creative exchange of knowledge.

AFDS might also consider synergies with the public and third sector, as they often have similar objectives.

Finally, even if there are no other existing initiatives in the locality with whom to build synergies, one can always learn from existing projects elsewhere. We cannot always simply “copy

and paste” what others have done, yet we can get inspiration from them.

Sara, from the Solawi Kassel², a German CSA, tells about her own experience in building synergies: “By personal contacts and by the Solawi Netzwerk (german CSA network), the Solawi Kassel is connected to other CSAs. We order pot ground together, swap seedlings and share experiences (helping new initiatives to start a CSA). Twice a year, a national CSA meeting is organised by people from the network. Taking part in these meetings makes me realise that we are part of a movement, the personal contacts provide a lot of energy to go on.”

Building Block 13

Sharing group management tasks among stakeholders

The simple projects simply consist of farmers and eaters. Yet, in most AFDS, a broader group of actors is involved.

Delegating specific roles can prove advantageous, such as freeing up more time for the farmer to work on the field if someone else is involved in the delivery or group coordination, for example.

Professionalisation can make the system more sustainable and viable. Capacity-building efforts can be highly beneficial in accounting, de-

termining a fair price or pooling tools to better organise logistics. A wide range of roles and skills exist in an AFDS: logistics, accounting, management, administration, relations with local authorities, member recruitment, governance, campaigning etc.

The point about synergies in the preceding section should also be kept in mind: networking with partners in order to create synergies by pooling know-how might easily help remove obstacles.

Building Block 14

Managing stocks and orders

The need for administrative tools is directly linked to the level of complexity of the partnership. The less direct the exchanges are, the greater the need for various administrative tools.

Pick-your-own vegetables farms are trust-based. It requires a box where people can put cheques or cash. The perception of trust-based direct marketing varies according to the cultural context. In the Freiburg region there is longstanding experience of such a *modus operandi* and no significant problems of free riding has ever been observed.

The next step into complexity requires some basic tools like lists or spreadsheets tracking customer names and orders. The REKO network in Finland has been using Facebook as a platform for placing orders, thus turning the conversation stream into a database of orders sent to the producer.

Delivering a more complex order, such as a mix of vegetables, fruits, dairy products and grocery, from different farms to different places, requires more sophisticated tools. Online ordering platforms might be helpful to keep track of what has been paid and to ensure everyone gets what was ordered.

These tools should be user-friendly and suitable for the specific needs and ways of the system.

Stock management

It is important to know the day-to-day availability of each product, the available quantity of each, as well as to have the ability to track how much the stock decreases as each buyer places their order.

a) Different stock management models: Fresh Share for all: the farmers bring what they have each week and each consumer takes a similar share; Constant Weekly Share: the farmer has to

bring the same volume every week, so the producer needs a large storing capacity to ensure year-round availability;

For irregular productions, like meat (there has to be enough orders to slaughter an animal), online ordering systems should probably be used to manage stocks.

b) Winter storage: In cases where the eaters have the responsibility for food storage, workshops can be provided for them to learn about preserving methods - pickling, drying, chutney etc. or traditional "hole in the ground" storage; In cases where producers have the responsibility to store crops (to make them last throughout the year) – training can be offered to producers about good storage methods;

If it is the producer's responsibility, there should be awareness that storing is costly and that these costs should be included in the price.

c) Dealing with production surpluses:

Collective responsibility: the surpluses are brought to the pick-up point and shared at the end of the distribution with volunteers and late-comers, on a random base; Individual consumer responsibility: the surpluses are equally shared among consumers. Each consumer takes all the produce and learns how to store it (individual consumer responsibility);

Involve/sell to processors.

d) Managing leftovers at the distribution point:

Leftovers are shared between the distribution volunteers (volunteers help to do the sorting/packing).

Left-over produce (not collected) is given away (for example to community projects, food banks, social organisations... etc...)

For example, Monique explains that "the PAMA in Marseille are in contact with charity organisations whose members come and take the left-over vegetable baskets to cook these vegetables for the homeless people."

e) Online ordering systems are being developed for producers' coops and restaurants. Here are the functionalities available in Voedselteams' webshop backoffice: The producers or a coordinator can update the website at any time to show the produce and volume available at the time of order so as to avoid overbooking; Restaurants also can place orders; The orders are collected automatically. The total per pro-

ducer is sent to each producer as well as to the coordinator; The invoices are automatically generated;

Payments (from restaurants, and to producers) can easily be tracked and managed.

Currently, orders are placed by Friday noon, producers harvest the exact amount ordered on Sunday and deliver it to the depot, the coop coordinator delivers orders on Monday morning.

Voedselteam webshop

BENAMING	PRIJS PER EENHEID	GEWENSTE HOEVEELHEID	
aard.Bionica 10kg(bdb)	9 € per 1 stuk	<input type="text"/> X 1 stuk	in winkelwagen
BIO info			
aard.Bionica 5kg(bdb)BIO	5.25 € per 1 stuk	<input type="text"/> X 1 stuk	in winkelwagen
info			
aardappel Bionica(bdb)	1.25 € per 1 kg	<input type="text"/> X 1 kg	in winkelwagen
BIO info			
aardappel Mira 10kg BIO	9 € per 1 stuk	<input type="text"/> X 1 stuk	in winkelwagen
info			
aardappel Mira 5kg BIO	5.25 € per 1 stuk	<input type="text"/> X 1 stuk	in winkelwagen
info			
aardappel Mira BIO	1.25 € per 1 kg	<input type="text"/> X 1 kg	in winkelwagen
info			

Building Block 15

Transport means and materials

The geographical context will determine the best way of carrying food from the farm to the consumer. Congested urban areas come with their own challenges and make it all the more necessary to be creative about efficient transport.

The "last kilometer dilemma" is a tough one to solve in logistics and if we are interested in reducing the environmental impact of transportation we need to consider the entire journey

of the product from the farm to the consumer's kitchen, including how the consumer transports the products home from the distribution point – can they arrive at the distribution point by foot, by bicycle or public transport rather than by car?

Some basic rules might be to minimise individual trips by car, to consider ways of combining the transportation of foods from different farms, and to consider switching the means of

transport along the way. For example, bringing products from the farm to a depot and then from there using cargo bikes to distribution points, as GartenCoop in Freiburg does. These solutions require a certain level of commitment from members to ensure that someone will indeed hop on the bicycle on each delivery day. Nevertheless, considering climate unfriendly emissions, costs, and the fact that in urban areas the time required by different means of transport tends to even out (car/van 20 km/hr, bicycle 14 km/hr, walking 4 km/hr), it makes sense to seriously consider ze-

ro-emission options.

It is important to invest in the proper materials for logistics in order to ensure comfortable and safe working practices. Using stackable, durable, plastic crates, for example, is a little bit more expensive, but will prevent stressful situations such as a flimsy wooden box breaking down under the weight of the produce.

Building Block 16

Avoiding what you don't want: waste and pollution

Using more ecological transport should be a key point of AFDS.

Samuel, from AlterConso, Lyon informs us that "in 2010, a study showed how efficient the delivery system at AlterConso was, by just using a single van and improving the way to fill it up every day. The same study also demonstrated that the final eaters

were actually the ones spending the most energy in our system, since some were still using a car to pick their products up. AlterConso has 14 delivery points in town, and almost all of them are reachable by bike or common transports. In comparison to AlterConso, a large commercial mall, where every one comes by car to buy products is a much more energy consuming food system".

Building Block 17

Choosing the structure - AFDS tour

There are a lot of factors that influence the way an AFDS should be set up. Let's explore these factors by taking a tour through these three main stages:

- 1 Delivery
- 2 Managing the orders
- 3 Transportation

Delivery

1.1 Where does the delivery take place ?

A / At the farm, or at a farmers' shop.

B / At the consumer's home or at the workplace, in the case of a door-to-door delivery system

C / At a collective distribution point (private, e.g. shop, café, apartment building; or public, e.g. library, parking lot) where consumers can pick up their products.

D / The use of a logistical hub/depot, or even just of a farmers' shop, requires collective investment (from farmers or from both farmers and consumers) in materials (shop, storage, cooling/refrigeration) and time (managing, selling...). It enables the organisation of the last kilometer delivery for products coming from different area/farms.

At the farm

+ (pluses, positive aspects): no transport for the farmer ; no risk of exhaustion because of frequent deliveries finishing late at night.

- (minuses, negative aspects): consumers have to organise themselves individually or collectively for the pick-up; higher amount of greenhouse gas emissions compared to deliveries to a central pick-up point which could be accessible by public transport; for the consumers, more time spent driving.

Needed: easy access to the farm; wide range of products to reduce the need for consumers to visit many different locations (this may mean sourcing products from other farms); smart scheduling of opening times.

Door-to-door delivery

+ consumer spends no time travelling

- home delivery is time-consuming; extra time and fuel spent is (and should be) reflected in higher costs for the consumers (ex: <https://www.lescolisbioduvaldeloire.fr>)

Needed: suitable vehicle for deliveries, delivery route planning, ensuring the cold chain for those products requiring it. Additionally, the consumer needs to be at home or provide a safe and sheltered place for food.

At a distribution point

+ better optimisation of time between consumer and farmer;

- may loose link between farmer and consumer if they don't meet often enough

Needed: good organisation to connect offer and demand; extra place to stock and deliver the products.

Logistical hub or distribution point

+ better optimisation of time of delivery and preparation for consumer and farmer ;

- buying or renting involves cost, energy.

Needed: cold room; storage; packaging zone; IT abilities (servers, computers?).

Order management

In all models except the traditional, direct marketplace, solutions should be found to manage orders.

There are 2 options to manage the orders: either the consumers' groups do it (option 1), or a farmer or third party operator does it (option 2). Of course, in some cases, these two options can be mixed.

Option 1 / *consumers are in charge of managing the orders.*

Local groups of consumers organise themselves, place the order according to what the group needs, collect money for payment and pick up the food (and even deliver it to individual members). There are many examples, like AMAP or the local purchase groups like La Miecyclette.

www.lamiecyclette.fr/groupement-dachat/

Option 2 / *third party operators or farmers are in charge of managing the orders.*

Farmers or operators (third parties dedicated to facilitating farm logistics) collect the orders from individual consumers, manage them and organise the delivery, the storage (if needed) and collect the money.

Thanks to various collaborative tools, a farmer himself can also make some proposals regarding the products that are currently available and a group or individual can respond to this offer. Here is a link to an example with Voedselteams: www.boerenvoedsel.be/webwinkel/voedselwinkel/

Using social networks, databases (Access, Excel) and other digital tools is a way to stick close to the needs expressed by different actors and to save time and money. An example is offered by the REKO direct-selling circles in Finland, who are using Facebook pages for REKO consumers to directly place orders with farmers.

Another example is the use of different social networking tools by Belgian Voedselteams groups (see link above).

However those tools should not replace the human relationships that are the essence of AFDS.

Here are some functionalities that should be available on an online management system:

1/ filtering systems: filter the product list, show only bio + gluten free + ... or just from one category of products (dairy products, vegetables, etc.) or filter per producer;

2/ ordering deadline: "you can place your order until XX.XX. - X pm". This date can be defined by each farmer individually;

3/ image-based choice to place the order, and the possibility to increase/decrease the units;

4/ possibility of ordering ahead: each consumer can place orders for the future, there is a possibility for a standing order (the same each week);

5/ Prepayment system: users have a sort of credit system. One reason to have a pre-payment system is because the producers can be paid in advance;6/ Bottle deposit: deposit for bottles are recalculated with the credit wallet, the system registers when you bring them back;

7/ Favorites list;

8/ History of orders appears chronologically, bills are kept available for checking, even afterwards;

9/ Engagement and opportunities: in Voedselteam's webshop, there is a field for "Orders & Opportunities", where one can see any possible discount on big orders;

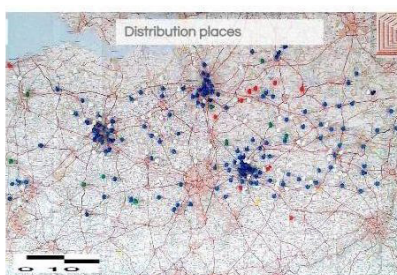
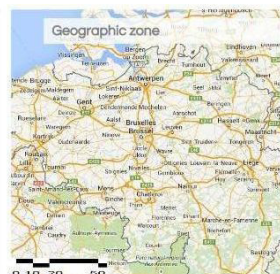
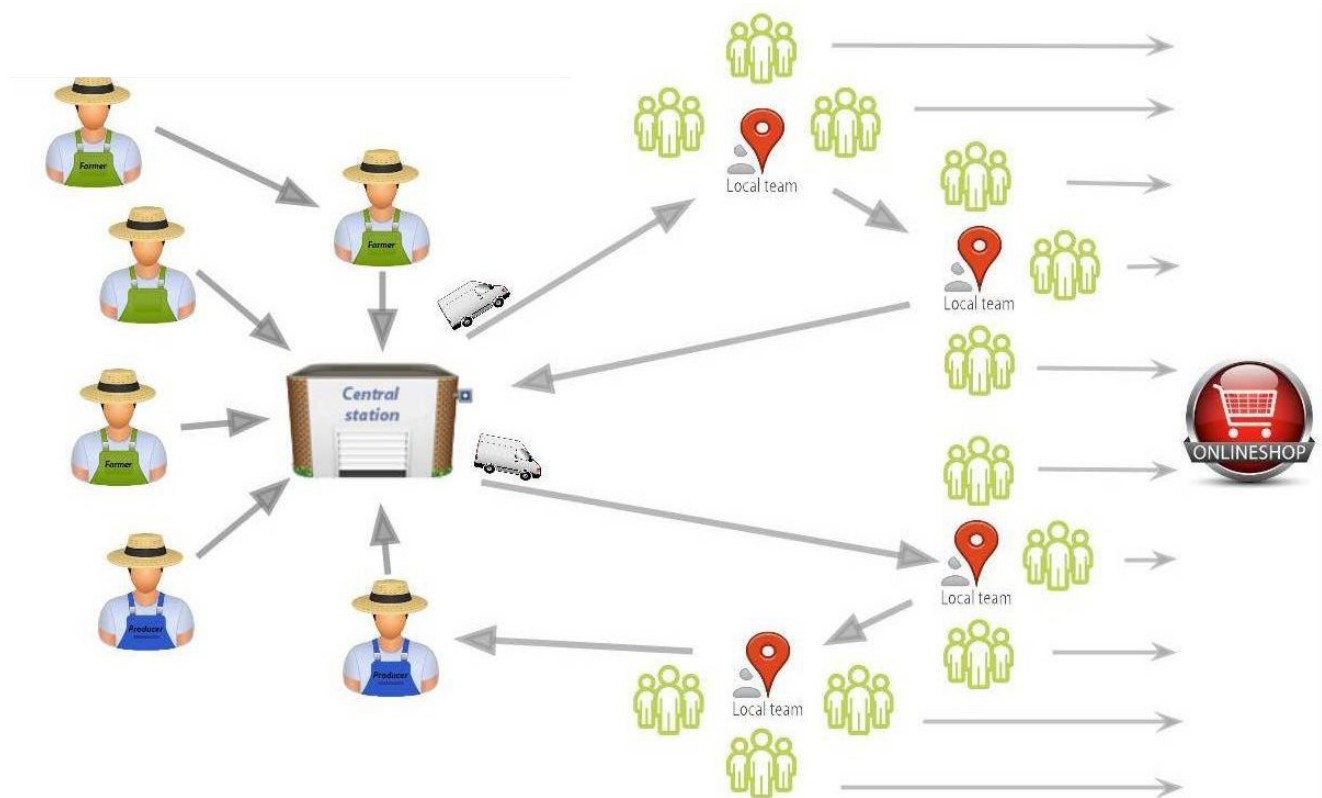
10/ Recipe function: in order to cook with the products bought online;

11/ Group function: total orders for a particular group. Useful to check if there is enough ordered for the farmer to make the delivery;

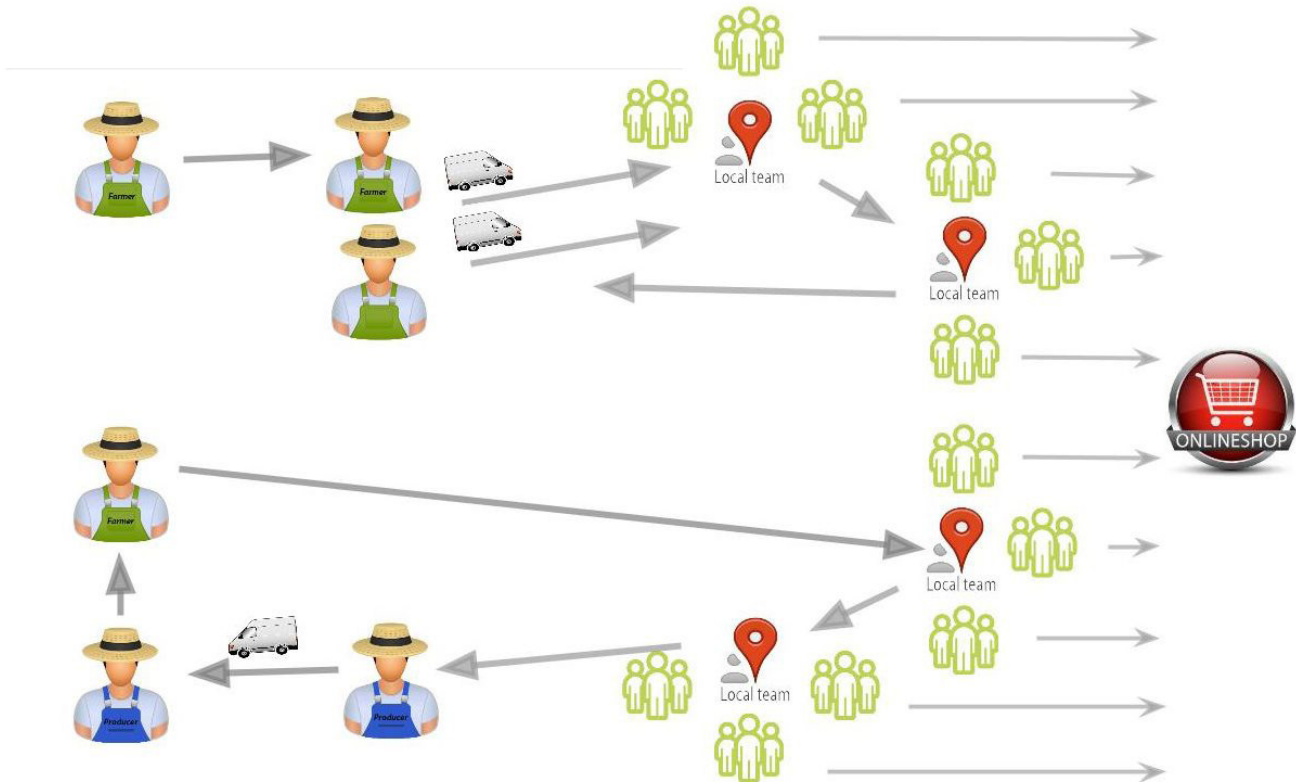
12/ "My Team" organisation functions - with direct chat or mail contacts and profiles, as well as the following elements:

- calendar for each team (deliveries, person in charge of the depot or delivery point) and for all the network (special happenings, farm visits, festivals...);
- blog;
- Producers are also included in the Team section.

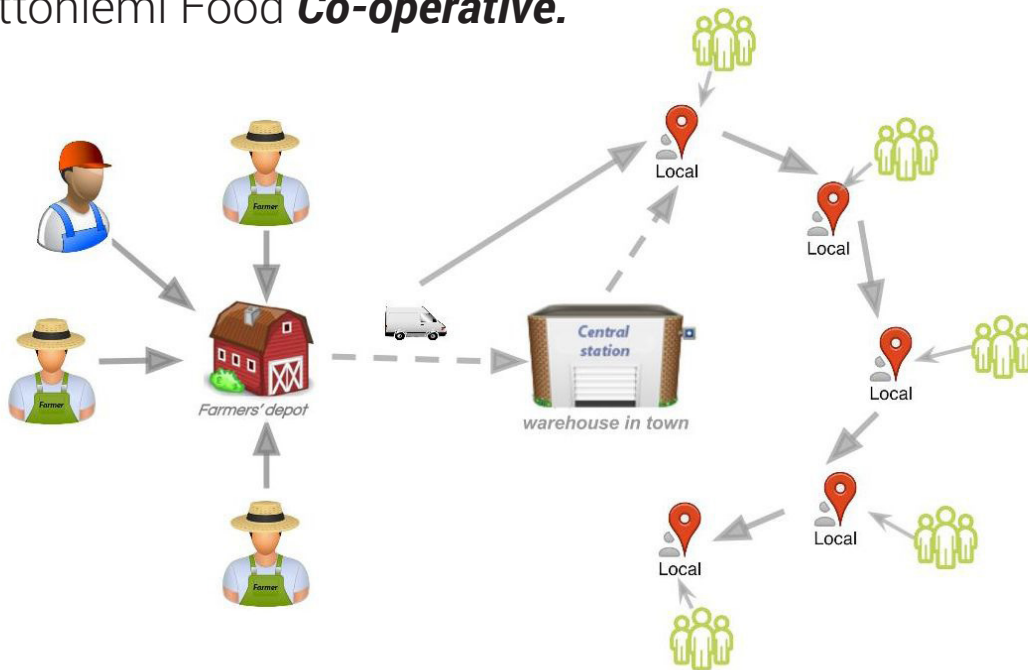
Belgium: Voedselteams *example.*



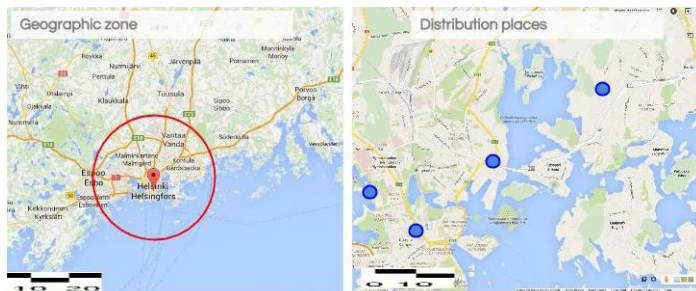
- 100 Farmers /producers
- 2 Central station
- 158 Teams
- 6 Employees
- 2500 Customers
- 2100 Boxes
- Basket options / single product order
- Online shop



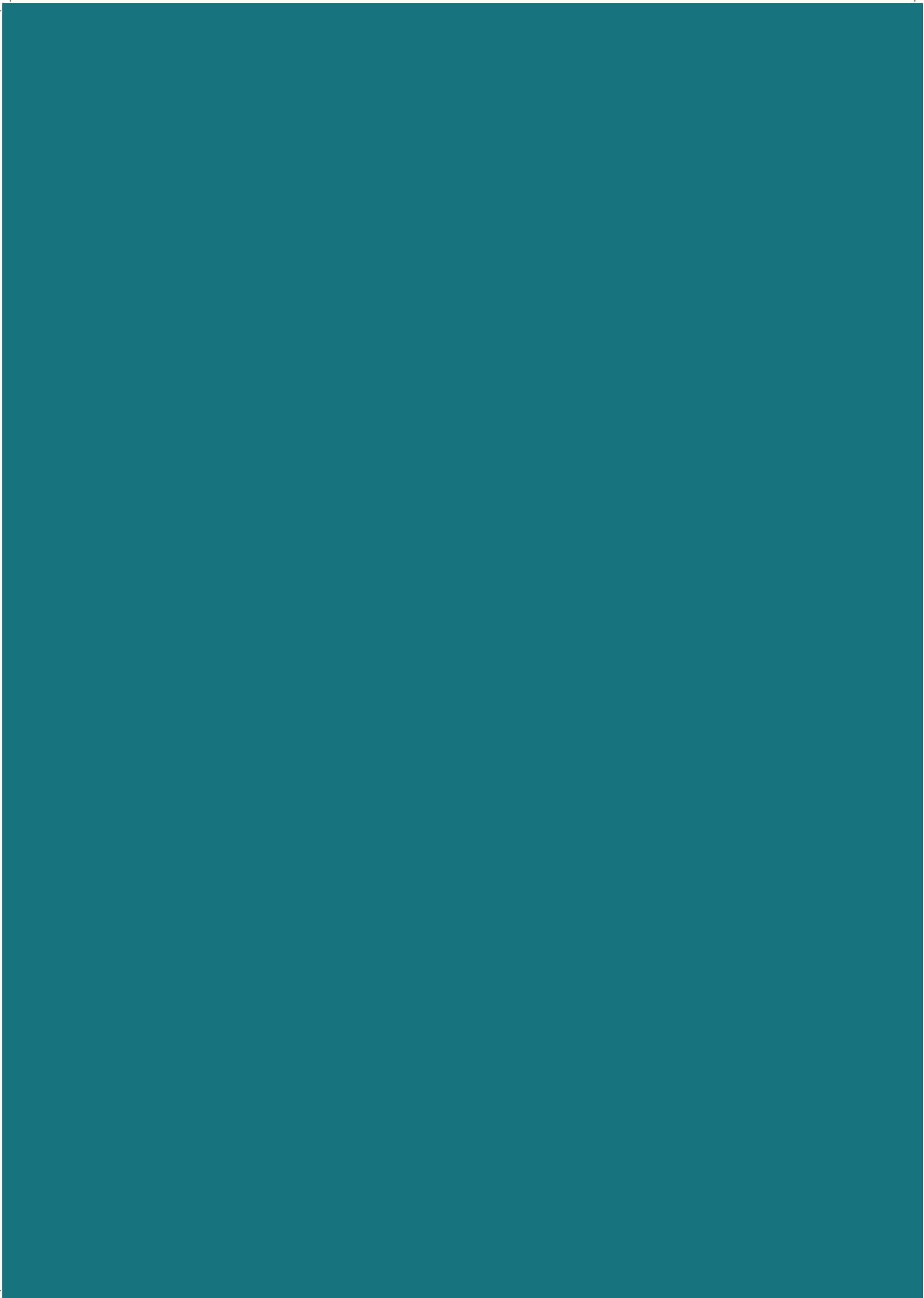
Finland CSA approach from Helsinki:
Herttoniemi Food **Co-operative.**



Order options



- 3 Growers/trainers
- 1 Farmers' depot
- 1 Central station
- 5 Distribution points (2days/week)
- 3 Employees
- 180 Households



MODULE 4

*EFFECTIVE COORDINATION,
COMMUNITY BUILDING
AND SENSE OF
CO-OWNERSHIP*

Building Block 18

Internal communication, decision-making

Effective logistics in alternative food distribution systems are not simply about the flow of products; the flow of information should also be considered. Effective communication strengthens understanding and trust between the parties. What is different about alternative food distribution systems is that they can allow for more participation in the food network. It is equally vital for producers to communicate about the challenges they encounter in food production, educating consumers about the realities of food growing.

Communicating within the group

By receiving information about where and how their food is grown, consumers understand the issues better, for example seasonality, the challenges of food production and the work involved. This helps in shifting away from a supermarket shopper mentality to a more active role and also tends to contribute to greater awareness of sustainability issues in the food system.

At the Helsinki-based Urban Co-operative Farm, 78% of members responding to an annual member survey felt that coop membership had made them more aware of the issues in food production generally. This awareness is actively cultivated in the coop through working together in the field as well as through regular blog posts written by the grower.

Communication channels should be established between all network actors: producers, workers/volunteers, consumers, collaborating partners. There are many channels to be used, for example meetings, email, telephone, leaflets, blog/internet pages, discussion forums and social media. These should be chosen based on the means of communication people are already

engaging with and have easy access to. Magdalena from the Vaasa REKO circle emphasises the importance of using a popular social network: "Using Facebook (FB) has been the key of the success for REKO: everybody is already available there. Moreover, it has made the work for voluntary administrators much easier. Basically my job as a REKO group organiser has been mostly moderating a simple Facebook group".

Even if online social networks have been instrumental, they cannot replace face-to-face communication between all the different actors to build trust-based relationships. To go back to the REKO example, FB is used as a tool but the motivation is to buy directly from local farmers and spend time with them. Ideally, this should lead producers and consumers to meet at the delivery point, to hold farm visits or even to work together at the farm or growing site. These helping days or meetings should be easy and attractive – shared transportation, coffee or picnic lunches all help.

Internal communication also links to the issues of decision-making discussed in Module 1. A more informed consumer or member is likely to be a more active one. The shift from a passive, disempowered consumer of food in the conventional food system to a more active one, involved in decision-making, is not easy. People may need reminders about the democratic opportunities in alternative food distribution systems.

Decision-making

Fluid internal communication is the key to smooth and shared decision-making. It would be a mistake to reduce the creativity in terms of decision-making models into a single methodology. The most important is to agree on the key principles for how you are going to work and make

decisions together, then you can let the structure grow organically according to the needs of the group. Don't get stuck in structure development for its own sake.

Make sure there is no vacuum of responsibility - who makes the decision and then who carries out the actions after the decision is taken:

* **Do we need to make a decision?**

* **Who is affected?**

* **Do the affected actors want to be involved in making the decision?**

Then, make sure the conditions for decision-making are properly set.

1. Choose the way to make decision. In smaller organisations, consensus is common. Instead, larger organisations might sometimes have to rely on voting to settle potential conflicts;

2. Always make sure somebody is in charge of facilitation (allowing turns of speech, making sure nobody takes too much time from the collective, timekeeping and wrapping up decisions);

3. In order to foster reflection, don't hesitate to set up subgroups that are in charge of making proposals to the larger group.

Achieving decisions

It is important to make sure that information and the decisions made are documented and that these documents are stored reliably. Our memory is short and as the actors running an initiative change, valuable information could be lost. It is useful to have some type of database from the beginning to capture ideas, discussions, minutes from meetings and lessons learned. Over time, these form a valuable repository of cumulative information and know-how that can support future decision-making and also be shared with newcomers.

Building Block 19

External communication

Another consideration is how to communicate externally. This can be for the purposes of gaining more customers or members, or for gaining external awareness and support for the scheme among local authorities.

It is a good idea to have information about your scheme on a website, and a blog or newsletter can also be of interest to prospective members or other external parties.

Giving talks, participating at food-related events and so on are a good way of spreading the message and meeting people face-to-face. The Urban Co-Operative Farm in Helsinki has had success also with selling a share of the produce to high-profile restaurants where it is mentioned on the menu.

Local or national media may be interested in these new food networks from various different angles – new participatory consumer culture, new economic models, food culture, urban culture and so on.

Collaboration with the educational sector has been fruitful for the Urban Co-operative Farm CSA in Helsinki. Perho, a culinary school in Helsinki also trains future chefs and caterers in food provenance and sustainability, and has been a member of the CSA for several years. Students visit and do work in the field, and cook from CSA farm products. University students have also used the CSA as a case study in thesis work, resulting in useful tools such as member surveys.

Building Block 20

Building trust through alternative screening methods

One of the central ideas in short-chain, alternative distribution systems is the trust and connection between the people involved. This can reduce the need for formal certification and labeling of foods and other forms of technical control of production methods that are necessary in conventional food supply chains. An added benefit for producers is the opportunity to receive direct feedback from consumers.

There are many ways of building this trust: for example, face-to-face meetings between producers and consumers, farm visits, or more indirect ways such as messages from the growers in leaflets or social media.

At the Urban Co-operative Farm in Helsinki, the grower hired by the coop members to grow food for them communicates about the growing methods she uses via a field blog. Mem-

bers are also encouraged to participate in field work to learn more about how their food grows. The coop field does however also have organic and Demeter certification, as it is thought that this is valued by some coop members.

For initiatives working with a greater number of outside growers, there may be more need for more formal criteria and rules. Initiatives are free to discuss and set their own criteria for producers and production, based on what is particularly valued by the members of that initiative (organic production, vegetarian products, supporting peasant farming, supporting local food production..). Contracts such as those used by French AMAPs are useful in making expectations clear between the parties involved. Below is an example for a vegetable growing farm.

MODEL OF A FRENCH AMAP

(Association pour le maintien de l'Agriculture paysanne, Association for maintaining small-scale sustainable farming)

STANDARD CONTRACT

Natasha Semenka, farmer,

Who lives street address, postal code, name of the city
Phone number
Hereafter referred as "the farmer", party of the first part

Email address

and

Michal Ceheza, member of the CSA,

Who lives street address, postal code, name of the city
Phone number
Hereafter referred as "the member", party of the second part

Email address

CONTENT OF THE CONTRACT // This contract is signed for the weekly supply of shares of vegetables by the farmer. Each share approximately equals the average volume consumed by a family of four (two adults and two children).

The farmer commits to attending the drop-off sessions, to producing in conformity with the Charter of the AMAP. She will supply produces from the farm to the AMAP members on a regular basis during all the season. She will keep her consumers informed on her know-how, on her practices and on the constraints.

The member commits to honouring the Charter of the AMAP, its statutes and bylaw. He will also take part to the voluntary work for organising at least one drop-off session. For doing so, the member will be in contact with the AMAP coordinator. The determination of the type and of the quantity of the products to be provided is done by the producer and the members of the AMAP in accordance with each other. The contracting parties are interdependent in the face of the vagaries of production.

Each delivery session is logistically organised by volunteering consumers (a calendar is held, where members can volunteer as delivery organisers). It is up to the consumer to tell the person in charge of the delivery well before in case she is unable to pick her share up, or if somebody else is taking it.

CONTRACT LENGTH AND PAYMENT MECHANISMS // This contract is signed for a six-months long farming season, starting March 13th 2009 and ending October 9th, 2009. The season consists of 23 deliveries. There won't be any delivery on ...

The delivery will take place each Thursday, at the Community House of Trifouilli-les-Oies.

The **cost of a single share** has been established, for Summer 2010, to 20,5 euros.

Upfront payment of the shares will be operated according to a procedure, that can be chosen among the following possibilities:

- 1) All at once immediately following the signature of the contract, for the whole season: at the beginning of March, for a totality of 506 euros for 23 shares.
- 2) In 3 payments: the first during March, which will represent half of the cost of the season, the second and the third for the remaining half will not be paid before June and September (the payment can also be operated through 3 thirds).
- 3) The last possibility is to pay through a monthly cheque: all the cheques will be handed out to the producer in March, but the producer will send them to her bank every month.

The principle of CSA/AMAP is that the share is paid upfront. It means that whatever solution is chosen, the cheques will be handed out all at once, when the contract is signed.

All cheques should bring the name of the beneficiary: ...

They should have the following date: March 13th 2009.

The Share -AMAP/ Summer 2009/ Receipt for Mister C. Essay

As a confirmation for his commitment to purchase a weekly share of vegetables

Family Basket

Half a basket

Drop-off point : name of the place, street address, postal code, name of the city

Amount: Paid by cheque : details about each cheque (amount, reference of the cheque, name of the bank)

Each contracting member is committed to take part to the voluntary work for the organisation of drop-off sessions, at least once during a season.

Your contact during the season : phone number :

email :

In Cityville, April, the 25th, 2009 -

The Farmer :

The Member :

Local groups can choose to take only Organic Guaranteed Farmers. Or they might be a vegetarian group and use criteria related to this.

The Participatory Guarantee System (PGS)

has been developing in very different agricultural contexts all over the world. It is often used as an informal citizen alternative to the regular organic certification bodies. The third party certification system is indeed perceived as both expensive,

too technical and too bureaucratic. Small-scale grassroots producers consider the controlling companies as not trustworthy or independent enough. The idea of PGS is an alternative to this, avoiding the costs (although costs of soil tests etc. are still involved), but more importantly creating understanding and sense of ownership among the consumers. The model involves consumer/coop member visits to the farm, where they are shown around the farm and have a list of points to go through with the grower.

Sample of text in the 'Global PGS-newsletter' by IFOAM, number 5, volume 5, May & June 2015

The first Participatory Guarantee System (PGS) in the Flemish region of Belgium has just been launched!

In Flanders the network "Voedselteams" is well known for its promotion of sustainable agriculture and short-chain circuits. Today about 170 food producers have joined the network. The consumer members are organised in local groups, which enables them to order from a wide variety of locally produced food (fruits and vegetables, milk products, bread, meat, drinks, preparations, deserts...). As explained in the PGS-newsletter of March & April 2014, the PGS of Voedselteams is the result of a long period of extensive research and networking. The main purpose was to include the members and the farmers in the screening and evaluation of producers. The 'introduction to PGS' days organised in April and May 2015 were very successful as they were attended by a total of more than 40 people. Aside from a few staff members and producers, most of the

people present were members who volunteered to take an active part in the PGS-process. For them, it was a unique opportunity to learn more about and to support a sustainable food production. They engaged for a period of two years with two PGS-visits every season and a few days dedicated to training. As for the producers, they will attend at least one peer-to-peer visit for this period of two years. This way, two members as well as a producer and a staff member will be present at every visit. A steering group will also be created with all stakeholders (staff, members, producers). For Voedselteams, this is the beginning of a new and exciting project and it also means that PGS is definitely gaining ground in Belgium.

Another example is the **Climate Friendly Foods Participatory Guarantee System in the UK.**

The key feature of CFF's participatory certification is farmer-to-farmer inspection which is recognised by the International Federation of Organic Agricultural Movements (IFOAM). For more information see: www.climatefriendlyfood.org.uk/participatory_certification.

Building Block 21

Developing membership

The majority of the AFDS examples that have been presented in this document rely on an associative or co-operative structure which collects an annual membership fee in order to cover the expenses of the local groups. This membership fee covers the development of internet tools, insurance, support from regional facilitators for group-building, training, education.

In order to keep membership at a strong level, communication channels have to be efficient. In the Paniers Marseillais, an emanation of the French CSA movement, each group is trying to keep a weekly newsletter alive, where the grower's activities are summed up, underlining potential issues, alongside recipes, and announcements about meetings or conferences. Additionally, the PAMA network sends out a monthly newsletter, le Potimessage, to its members, describing the important events to come, talking about the association's comings and goings and introducing new producers (in 2015, there are 8 vegetable growers and 62 producers of other types involved in the Paniers marseillais network).

The issue of membership is a key aspect of everyday AFDS life. For Oma maa's farmer, Jukka Lassila, from Tuusula, Finland, the most important aspect is the level of members' commitment. "For us, as a farmer-driven partnership,

it is more coherent to ask for a substantial membership fee that is actually more like a co-operative share and that costs 200 euros. It is paid once and for all, and you actually get it back when you leave the project. It is a way to ensure that those engaging with us are really committed in a long-term perspective and understand our project". At the time of writing this document, the Oma maa initiative is still in its fledgling stage, nevertheless, this system is bearing fruit. Indeed, some members are used to coming to the farm every week, sometimes twice or three times a week, thus considering their voluntary help part of their commitment.

Many AFDS' actors would like to see their initiatives become less alternative and more mainstream. The actors try to engage with all segments of society. To elaborate further on one of the previous examples, the Paniers Marseillais work very hard to make the school children as well as the general public aware of the link between healthy food, physical exercise and a good health, through interventions in schools and numerous events for a broader audience.

In Finland, the Urban Co-operative Farm in Helsinki received a lot of interest from prospective members as soon as some tentative plans were made and the coop was up and running within a few months.

CONCLUSION

Confronted by common issues but acting in different contexts, stakeholders have come up with multiform and context-sensitive solutions. Let's take the issue of finding the right balance between **"simplicity" and "commitment"**, for example. A direct-selling system like REKO, on the one hand, and a contract and membership-based short supply chain like AlterConso, on the other hand, gave very different answers to the same question: for AlterConso members, commitment is the top priority value even if the system might be more complex, whereas REKO participants emphasise the simplicity over commitment both for farmers and consumers.

No matter how different the Building Blocks look in size and shape, they all answer the same needs, and they form a common ground. There is indeed a sense of familiarity to all these initiatives. This is not just the result of some coincidence. The REKO founder first observed the AMAP groups in France, then tried to replicate the model before quickly realising that there should be adaptations in the local context in order to make it viable. Similarly, the Helsinki Food Co-op is an ad hoc combination of AMAP and GartenCoop influences... These are just examples to demonstrate the power of pollination, cross-fertilisation and dissemination of ideas and best practices, processes that keep happening all the time.

Capturing the essence of such a vibrant, continuously evolving movement is a true challenge.

This collection of practices thus stands as a modest photograph, an instantané, taken at a given time. Through concrete examples, it provides a partial but colorful depiction of various alternative food distribution systems. The work of monitoring and transmitting the energy and creativity of local food actors is just starting. It should continue in a long term perspective.

Therefore, this document, and its future developments, updates and extensions, contributes to making exchanges between initiatives even more fruitful, ensuring an innovative future for AFDS in Europe.

Overview of initiatives

Initiative	Alter Conso	Voedselteams
Country	France	Belgium
Website	www.alter-conso.org	www.voedselteams.be
Date of data	V 15	V 15
Founded in	2005	1996
Legal Status	SCIC (société cooperative d'interet collectif = non profit cooperative)	VZW (Vereniging zonder winst = non profit organisation)
Area of Distribution	Lyon and suburbs	Big network covering different regions in whole Flanders
Area of Producers	Average of 60 km from Lyon (between 4 and 100 km)	Big network covering different regions in whole Flanders
Participants (amount)	Consumer (678 households), farmers (47), part time employees (8, actual Alter Conso)	Consumers (4000 households), farmers (175), distribution points/teams (165), part time and full time employees (7)
Internal Coordination, Decision Making	Collective decision making between the 3 parts of the cooperative for large decisions via consensus	Board of consumers and producers take decisions via consensus
External Communication/Marketing	Website, flyers, forum of the association	Website, flyers, newsletter, blog, facebook, organize or participate in regional events
Screening Method(s)/ Certification	Farms have to be EU organic certified, if not Alter Conso helps farmer to convert within 3 years	Consumers and region responsible decides which producer can take part, Participatory Guarantee System is to be introduced 2015
relationship between participants (Commitment?)	Commitment for 6, 9 or 12 months (monthly payments)	Orders are made for next delivery (immediate payment), commitments for some basket systems (sometimes payment in advance)
partnerships, essential network of partners (former synergies)	2 or 3 times a year meetings of different production chains (farmers, employees and consumers take part)	Region responsible can organize meetings between farmers and consumers
Price-building	Price has to be approved by all participants (fix for one season)	Farmer decides price
Wages	Employees get payed by fees from farmers and additional fees for consumers (depending on income)	6 % of the farmers turnover go to Voedselteams, subsidies from the Belgic government, member fees (15 €/year)
Distribution/ Nodes/ Intermediaries/Storage/Cooling/Hub	Employees pick up food at farms or cool storages (delivered by farmers), bring it to a central depot and dispatch it then to distribution points	Different systems: - farmers work together to bring the products to the distribution points - producer as a central hub for distribution to delivery points - farmer brings it straight to distribution point
Administration / Software/ Managing	Families order baskets for the time of the commitment, internal use of an own software solution for administration and logistics (use the same system as ArbraLégume)	Orders via webshop (own software solution), this works also as the administration system
special characteristics/features	Families can order many different baskets such as fruits, vegetables, milk products, bread, eggs, sweets	Webshop, every team is like a small community

Arbralégumes	Les Paniers Marseillais
France	France
www.arbralegumes.net	www.lespaniersmarseillais.org
V 15	V 15
	September 2011
Association loi 1901 (non profit association)	Association loi 1901 (non profit association)
Lyon and suburbs	City of Marseille
Maximum of 80 km from Lyon	Maximum of 100 km from Marseille
Consumer (250 households), farmers (27), distribution points (5), employees (3)	Consumer (1500 households, equals about 5000 persons), farmers (72), distribution points (30), employee (1)
Collective decision making body of the association consists of consumers, producers and employees	- each distribution point has an internal newsletter about the delivering farm and the whole organisation; - board of 15 people elected each year (can be producer or consumer)each distribution point has an internal newsletter about the delivering farm and the whole organisation;
Website, flyers, work of mouth	Regularly in newspaper, radio and TV, website,
Producers have to be EU organic certified or in the process of conversion	Producers should be organic certified by a french association (stricter than EU) or in the process of conversion (advisers are provided)
Commitment for 3, 6 or 12 months (monthly payment or all in advance)	Commitment 6 or 12 months, 1 trial month in the beginning (monthly payment)
2 meetings a year with the farmers and employees, every 2 month with other networks (Raccourci and Federation Labruyere)	Partnerships with different regional agricultural and environmental organisations and support from institutions
1st step: round of farmers have to accept the price 2nd step: if not accepted by the round of farmers the board has to decide 1st step: round of farmers have to accept the price	Consumers have to accept the proposed price of the producer
Employees get payed by fees from farmers (between 12 and 18 %) and consumers (depending on income)	Member fees for consumers (15 €/year, but students between 1 and 5 €/year), vegetable producers 1 € per 4 consumers basket and year, for other producers: fee depending on their turnover, additional subsidies in the first 3 years from the regional council
Employees pick up food at farms or cool storages (delivered by farmers), bring it to a central depot and dispatch it then to 5 distribution points	Producer brings every week his produce to the distribution points where he meets the consumers (only one vegetable producer per distribution point, but several distribution points per producer possible)
Families order baskets for the time of the commitment, internal use of an own software solution for administration and logistics (use the same system as Alter Conso)	Baskets are ordered for the time of the commitment, each distribution point makes their own orders directly from the producers through volunteers (working with ArbraLégume on an software solution to order directly)
100% organic products: vegetables, fruits, eggs, bread, cheese, yogurth, special basket for student and low income consumers	3 sizes of weekly vegetable and fruit baskets (for 1, 2 or 4 persons) - possible additional order of bread (monthly order, weekly delivery), eggs (order for 6 or 12 months, weekly delivery) and cheese (order for 6 or 12 months, delivery every fortnight or once a month) - and once a month a market for other foodstuffs (meat, cheese, oil, flour, fish, jam, tea, citric fruits...) - make a lot of padagogical work: with children in schools, workshops with members about cooking and other related topics

Initiative	GartenCoop	Lebensgarten Dreisamtal
Country	Germany	Germany
Website	http://www.gartencoop.org/tunsel/	http://lebensgarten-dreisamtal.de/
Date of data	VI 15	VI.15
Founded in	2009 (farming begun in 2011)	2012
Legal Status	Association for the members, society with limited responsibilities for farming business, shareholder (non registered association)	Non profit association
Area of Distribution	City of Freiburg	City of Freiburg
Area of Producers	One Vegetable Farm close to Freiburg	One Vegetable Farm close to Freiburg
Participants (amount)	Consumer (300 shares), Employed gardeners (about 9 but not all full time), Volunteers (every-one 5 half day/year obligatory)	Consumer 60 shares, employed gardeners 3 (part-time), volunteers, interns
Internal Coordination, Decision Making	Coordination meeting each 2 weeks, internal mailing list (several), internal website, weekly newsletter to the members and weekly newsletter available on the website	Board meeting every two weeks, internal mailing list (weekly newsletter for all members), 4 times a year newsletter for interested people
External Communication/Marketing	Website, but no active advertisement, radio show one per month about solidarity agriculture (podcast in internet), movie about gartencoop	Website, sometimes in the newspaper, twice on TV, flyers
Screening Method(s)/ Certification	Organic certification, consumer go to work on the farm	Demeter certified
relationship between participants (Commitment?)	Commitment for one year by contract (monthly payments)	Commitment for one year by contract (monthly payments)
partnerships, essential network of partners (former synergies)	Part of solawi network, cooperate with local CSA	Part of solawi network, cooperate with local CSA
Price-building	Bidding round	Bidding round
Wages	Harvest fees are designed to cover appropriate wages for employed growers. (every employee get the same independent of educational, or experience)	Harvest fees are designed to cover appropriate wages for employed growers. (every employee get the same independent of educational, or experience)
Distribution/ Nodes/ Intermediaries/Storage/Cooling/Hub	With van from farm to central hub in the city and then with bike trailers to different distribution points (bike riders are volunteers)	On distribution point at the field (most of the shares) and by car to another distribution point in the city
Administration / Software/ Managing	No orders, always same share for everybody	No orders, always same share for everybody
special characteristics/features	Transformed product for the winter season: sourcroust and chili sauce, all the products are from the farm	Everything that's on the field...many herbs, preserves products in wintertime like sourcroust. Fruits from organic growers nearby.

Solawi Kassel	REKO	The Urban Co-operative Farm
Germany	Finland	Finland
www.solawi-kassel.org	groups on facebook	ruokaosuuskunta.fi
May 2015	V 15	15. VI
2010	2013	2011
None yet, just contracts between producers and consumers	No actual organisation existing	Co-operative
City of Kassel	Western Finland and the city of Espoo	Helsinki area
2 market gardens, about 15 km away from Kassel	Producers close to the groups	Field close to Helsinki
2 market gardens (6 gardeners, 2 FÖJler (ecologic year volunteers)), 192 shares	Consumers (40,000 members in groups), facebook groups (55), producer (estimation of 400)	170 member households, 2.5 employed gardeners, several trainees, volunteers
Communication to consumers by email list and telephone, between the market gardens are in close contact to each other proposals from gardeners can be accepted or refused by the members, no concrete method of decision making - 4 meetings a year, one obligatory meeting in the beginning of the year (bidding round)	Facebook groups for point of exchange and exchange of the group administrators in an extra facebook group	Email messages, official meetings (2-3 annually), surveys
Website, flyer	Facebook likes, interest of public media	Website, facebook, exposure in media, talks, events ...
Both market gardens have the bioland certification (because they need them for other ways of distribution), not really necessary for distribution to the Solawi members, - members know their gardeners and can come to the fields	Administrators of facebook groups decide if producer can enter a group to offer products	Organic & Demeter certification
Commitment for one year by contract (monthly payments)	No commitments, single orders	Co-op membership and one year commitment through advance share payment
Partnerships with other CSAs in the region and member of the german CSA network	-	Delivery company, city library (for distribution), agricultural schools, Perho culinary school, land owner, nearby Steiner school, nearby horse stables (nutrient cycling), time bank, foundation providing rehabilitation for mental health patients, Service Civil International...
Bidding round	Producer offer products in FB groups, consumer leaves order in a comment	Yearly harvest fee based on estimate of costs
	-	Harvest fees are designed to cover appropriate wages for employed growers.
Wwith van from market gardens to pick up points (pick up points organised by consumers, private places like cellar rooms or garages)	FB group administrator has to find a place to do the REKO exchange/market	With biogas van from field direct to 5 distribution points in Helsinki. In autumn/winter trips also via storage facilities rented from the city.
Same share for everyone	Facebook serves as media of communication	Permanent share, no orders. Email reminder before distribution day with information about the week's share to facilitate meal planning.
One of the market gardens works with horses, both are businesses within communes	Exponential growth, no commitment, no official written rules,	The co-operative also operates a food buying club, buying local/organic foods from small producers and specialist intermediaries. The food co-op has conducted many pilots around sustainable food, logistics, social enterprise and developed how-to materials for others wishing to start a CSA.





The first part of the document discusses the importance of maintaining accurate records in a business setting. It highlights how proper record-keeping can help in identifying trends, making informed decisions, and ensuring compliance with legal requirements. The text emphasizes that records should be organized, up-to-date, and easily accessible to relevant personnel.

Next, the document addresses the challenges associated with data management in the digital age. It notes that while technology offers powerful tools for data collection and analysis, it also introduces risks such as data breaches, loss of information, and information overload. The author suggests implementing robust security protocols, regular backups, and employee training to mitigate these risks.

The third section focuses on the role of data in strategic planning. It argues that data-driven insights are essential for understanding market dynamics, customer behavior, and operational efficiency. By leveraging data, businesses can identify new opportunities, optimize their processes, and gain a competitive edge. The text encourages a culture of data literacy and collaboration across departments.

Finally, the document concludes by emphasizing the ethical considerations of data use. It stresses the importance of transparency, consent, and data privacy. Businesses should ensure that their data practices align with applicable laws and regulations, and that they respect the rights and privacy of their customers and employees.

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