

Rural Facilitator Training in Agricultural Short Food Supply Chains

Identify items in the French best practices for a sustainable business model (IO2-A1)

O2/A1 consists of items' identification in the French best practices for a sustainable business model. Savoir faire & Co described the French model to make understandable the key elements of an economic cooperation within the machinery sector. The main objective of this document is to facilitate the ownership of good practices in SFSC in France by the partners of the project Rural facilitator.

 Savoir faire & Co undertook the task to introduce the French rural animation system. This kind of rural has been existing from the ancient times but it started to be re-discovered during the 20th century in order to enhance rural development by fostering local economic development. The Savoir faire & Co has widespread experience on local animation trainings and preparation of training materials. Their one important project was “Gestes a partager” where local animators developed the national network to introduce local and traditional professions and lifestyle of craftsmen. This document was inspired from these experiences and also from the experiences of other successful cases in France.

You can find in this document:

- A description of the types of initiatives that promote SFSC in France with examples and the animations put in place for each type of project
- Examples of teaching tools and training offered



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1. Context

A culture of working together that has facilitated the renewal and development of SFSC

Interest in short food supply chain (SFSC) has always existed. For example, open-air markets have always worked and more than 6,000 producers sell all or part of their product in more than 10,000 markets in France. After a decline in interest in the 70s - 80s, the mad cow crisis (1991) was a trigger for the citizen who began to question the industrial food model. New initiatives were developed that allowed farmers to sell their products directly or with an intermediary (association or company).

The CSA (Community Supported Agriculture) is one of the “voluntary” forms of SFSC movement. A group of consumers contracts with one or more farmers in order to be supplied with products (mainly fruits and vegetables) throughout the year. The peasant free his products in a specific place and the members come to recover their basket. In France, the first CSA (AMAP in French) was launched in 2001 (<https://olivades.com/l-amap-des-olivades>). And today there are more than 2,000 of them spread across the country. These Associations for the maintenance of a peasant agriculture have largely contributed to the renewal of these circuits in France in the early 2000s, generating, through their strong media coverage, a militant image of short circuits in general. In 2009 they were even officially defined by the French State and have a plan to support their development¹.

The development of short food supply chain has been facilitated, beyond the mobilization of citizens and government measures, by the culture of the rural world, accustomed to modes of work in common. The first agricultural cooperatives date back to 1880 to enable farmers to adapt to new technical and economic conditions², and this mainly in the context of an agricultural unionism supported by the state³. After the Second World War (1945), the country had to be rebuilt and the AETE (group of farmers created as an association) played an important role in the dissemination of technical progress. Secondly, cooperative modes of operation (SICA - society of agricultural collective interest, for example) have facilitated the processing and marketing of products by groups of farmers.

Legislative measures (favourable taxation) and direct support (aid/investment, funding of facilitators) have facilitated the development of these types of structures. It is therefore quite natural that those who were already working for agricultural development turned to SFSC projects because this corresponded to a strong societal evolution. It is now estimated that 20% of farmers sell all or part of their production in short circuit. Honey, vegetables and fruit are the sectors most represented. Sales forms have diversified (see diagram in appendix). The «militant» side weakens and makes way for more commercial forms. The public of the 2000s, made up of executives, teachers, liberal professions, expanded.⁴

¹The 4 axes of the 2009 Barnier's Plan

- complete the statistical knowledge of the short circuits by issuing the general agricultural census and the farm accountancy data network to these marketing procedures and by publishing this statistical information,
- to create on the Ministry's website a space dedicated to short circuits allowing a wide dissemination of existing initiatives and the exploitation of good practices,
- mobilising available financing tools (Special Assistance Account for Agricultural and Rural Development - CASDAR - of the Ministry of Agriculture and Fisheries) to enable applied research and innovation actions to be carried out,
- to disseminate to farmers the health requirements applicable in the field of short circuits as well as all information relating - to retail markets or public procurement, standards related to the reception of the public, etc.

² Emergence, development and role of agricultural cooperatives in France. Overview of a centuries- old history [article] - Philippe Nicolas - [Économie rurale](#) Year 1988 184-186 pp. 116-122

Part of a thematic issue : [Un siècle d'histoire française agricole](#)

³ see Law the Rosary - 1884

⁴ <https://medium.com/welcome-to-agricool/vers-un-retour-du-lien-entre-producteur-et-consommateur-c89cb9deb961>

2. Definition of facilitator SFSC

The Rural Facilitator who facilitates the SFSC to a somewhat different mission from the traditional Rural Facilitator. He has as interlocutor farmers, elected officials, technicians, administration, and the world of consumers-citizens (which includes merchants, start-ups that sell via internet...)

From general point of view SFSC animators must undertake different roles. They shall be able to serve the community, coordinate and develop integrated development operations (mainly in the frame of Rural Development Programmes as LEADER programme, but not only). An animator must be neutral from a political point of view his work is oriented towards the growth of technical, organizational, cultural or economic capacities of the territory. The animation is to encourage from outside to generate or promote motivation, interest and enthusiasm for action in one's partners. The extension service of animation helps the local people to recognize and assert their legal claims on state institutions. It is also important to mention that the one aim is at increasing the problem-solving capacity of existing groups - people working in an organization are given further training and the organizational structures are adapted to new requirements.

Regarding these diversified task local animators need special skills and competencies as knowledge of economic and political-institutional culture, knowledge of geography and global processes of development, awareness of the processes of cultural and socio-economic marginalization, knowledge of dynamics, types and characteristics businesses and businesses networks, capacity for analysis, diagnosis and planning of local development, use of management methods and techniques for territorial and social development processes, intimate contact with local stakeholders. Moreover, an animator shall own very good knowledge of the three sectors: public, private and civil society, including a good understanding of their expectations and potential contributions to the partnership, as well as of potential conflicts of interest and ways to deal with them. The animator should also be able to assess the skills of people involved in the partnership, their leadership potential and factors which affect their involvement. They must acquire project management skills, including resource management and evaluation, needed both to identify projects with a high potential to achieve strategic objectives, and to carry out the animator's own activities (e.g. community meetings), which should be managed in a professional way. A wide range of social skills are also necessary including those of a facilitator (acting as a catalyst to identify potential partners and ensure cooperation of different actors), motivator (engaging and mobilising potential partners, understanding the potential and dynamics of civic groups), supporter (capable of reaching out and involving also the most disadvantaged groups), educator (stimulating and managing active learning processes), integrator (developing community bonds and communication) etc.

Difficulties encountered by the facilitator:

- Hierarchic structures are barriers
- The animator makes enemies
- The animator is forced into the role of the "Mr.Fix-it"
- The planning of the activities divides the population into two opposing groups
- The project gives rise to political action

3. French system practices

3.1 Historical background

Animation rurale is roughly the French equivalent of British and American-conceived community development programs in developing countries and "deprived" areas of developed countries. The Francophone programs can be distinguished generally from Anglophone community development programs in that they emphasize economic rather than social goals, and from rural extension programs in that they focus on rural communities rather than on individual farmers. The programs are intended to "animate" or activate the rural population to modernize their living conditions, means of agricultural production and economic and political institutions. To do this, government employees in the Animation service train village representatives, called animateurs, in new methods of farming, marketing, health care and sanitation and support these animateurs when they work with their fellow villagers.

Animation rurale is a concept behind programs designed to educate adults living in rural areas of developing nations to participate actively in the economic development of their country. The theory on which animation rurale is based represents both the kind of development theory which promotes mass participation in national development and the kind of educational planning theory characterized as "participatory pedagogy." Animation rurale is the educational component of a national rural development strategy; hence it can be analysed in the light of both development and educational planning theories⁵.

Some of the « rural animateur » change their mission due to development of SFSC. Their perimeter has widened and they now have to work with the whole society in a geographic area linked to product sales (most often with the nearest urban centre). Moreover, those who are involved in commercial projects do not consider themselves as rural facilitators. And it is among them that we find the most innovative projects.

3.2 Categorization of initiatives

In the following subchapter we will introduce the different type of initiatives which exist in the SFSC sector. The aim is to understand the different roles and function of animation.

3.2.1 Development support, without commercial action

Objective: to initiate territorial approaches in short food supply chains

Description: The main tool available to communities: **Territorial Food Project (Plan Alimentaire Territorial=PAT)**⁶

The PAT are based on a shared diagnosis of agriculture and food on the territory and the definition of operational actions aimed at carrying out the project. They can rely on public and private funds. They can also generate their own resources.

⁵ Moulton (1977): Animation Rurale: Education for Rural Development. Non-Formal Education. 7. Retrieved from https://scholarworks.umass.edu/cie_nonformaleducation/7 p.5

⁶ Art. L. 111-2-2. (Rural and maritime fishing code - October 13th, 2014) - The territorial food projects mentioned in III of Article L. 1 are developed in concert with all the stakeholders in a territory and meet the objective of structuring the agricultural economy and setting a territorial food system. They participate in the consolidation of territorialized sectors and in the development of the consumption of products from short food chains, in particular those issued from the organic production.



Often carried out on the scale of an inter-communal community, the PAT respond to the contemporary challenges of agriculture and food: local procurement objectives in collective restoration, development of agricultural employment, health, culture and gastronomy, taste education, social accessibility to a healthy and balanced diet, environmental protection. This community interest in FCSS is also strongly linked to objectives to increase food self-sufficiency at the local level (lower risk).

According to the PAT animation is the following:

Two main types of mission for the accompanist/facilitator of a PAT (**Territorial food project**):

- create synergies, stimulate dialogue between stakeholders, inform on financing arrangements
- support the creation of collective tools
- creation of a guide to good practice
- preparation of a financing dossier
- launch and follow-up of a call for projects (with European funding)

A network: <http://rnpat.fr/> with as members 27 national organisation et 50 territorial actors (cities or agglomerations).

NGO Terres en Villes (land in town) animate this network: <http://terresenvilles.org>

Examples:

- 1) PAT of the Rouen agglomeration - 1 people (full-time) for
 - o To establish a diagnostic
 - o To write a « White book » on agriculture
 - o To build an awareness program with the 71 communes for purchases of local products (collective catering for schools)
 - o To facilitate dialogue between actors
 - o To finance engineering and on-line financing of actions
- 2) CAP Rural (<http://www.caprural.org>): A resource centre on local development practices and professions in Rhône-Alpes Région. Twelve employees lead the operation. They are all specialists in local development and professionalization (information, exchange of experience, training, methodological support) to allow rural development professionals to be comfortable in the missions entrusted to them. Some also have a thematic area of expertise: agronomy, Europe, building economic activities, cooperation, development engineering, etc.

Missions of the team:

- understanding, analysing
- facilitation of working groups and exchange days, dialogue
- training
- financial engineering
- toolbox/cooperation between actors and between territories

Training

Example: Agro Paris Tech et Terres en Villes: à 10 days training program entitled « Design and implement food strategies for the territory » - see page 11

3.2.2 Support of a collective initiative

Objective: to facilitate collective territorial projects

Description: A single producer, and this is particularly true if he is small, cannot supply enough and regularly school restaurants. Delivering his productions in town is expensive in time and in transport.

During peak production periods, local producers struggle to sell their products and do not have time to process them. In this context, a project promoter who creates his craft enterprise or the setting up of a collective transformation workshop can be more advantageous. The consumer, when he buys his food, does not want to go from farm to farm to buy his products. He prefers to have a variety of products on the same place and if possible, not too far from home, while having the guarantee that the products are local. That's the goal of the producer's shop.

These are three cases where the intervention of a facilitator will speed up the process. The latter intervenes so that a private-type project is created and lasts. But since, if this project is born, it will bring social, health and environmental improvements to the territory, it is ready to finance the start-up, by the provision of animation time.

The facilitator here needs to go far enough in the concrete. Facilitates implementation or requires technical skills to facilitate implementation. She or he can be paid for by public money or it is a mixed public private funding or only private.

Examples of initiatives who are supported

To create and promote “Farm shops”

Description of a « farm shop »: A group of producers decide to sell directly their production together to consumer, in their own « shop ». Generally, you find only one farmer per product. The principle is to propose choice to consumer. You have 2 types of adherent: those who spend time to sell and those who just make deposit sale. until a certain size, there is no buying and reselling. The producer makes an invoice directly to the client.

Animation:

Called « Helpers » in the Magpro folder - see www.magasindeproducteurs.org

<http://www.magasin-de-producteurs.fr> : directory - animation by volunteer

They help farmers to open their own shop. It means that they provide legal, taxation, social services and advice in order to cooperation can work.

Support needs: technical, regulatory, public and private funding, animation, communication

How: provision of, for example, a mission officer of the territory (see for example: Ecooparc <https://ecooparc.com>) with public funding

To create “Collective workshops”

Description: It is a pooling of means. It is suitable for processing tools of farmers who sell in short circuit, for example a vegetable factory. There is no bill of sale to the consumer. There are about 150 collective food processing atelier/small plant in France.



<http://www.ateliersdetransformationcollectifs.fr>

http://www.ateliersdetransformationcollectifs.fr/carte-des-ateliers?field_map_categorie_tid=3

Example with CIVAM⁷, who accompanied the creation of these project.

Animation:

The group is generally formed or emerging. Animation consists in helping to concretize in general. See the guide ACCOMPANYING COLLECTIVE APPROACHES in CIVAM SHORT CIRCUITS.

Other common actors ecooparc do the same animation work:

<https://ecooparc.com/actions/projets/creation-dun-atelier-de-transformation-multi-activites/>

To create and promote farm market

A group à producers sell production in the same place all together, on certain dates in town (open air producer market)

or

A farmer invites other producers to expose their product in his farm. He invites his network. It is like an open-air market, but in a farm.

Animation: thanks to a leader producer or chamber of agriculture (<https://www.marches-producteurs.com>)⁸ or other territory animator (Natural Parc...)

To create and support catering platform (for school, hospital, enterprises)

France: 25% of food consumption does not go through supermarkets but out of home catering: restaurants, but also canteens, hospitals, retirement homes, etc. Each year, 3.7 billion meals are taken outside the home, which slows development of local supply:

- The cost. In a meal at the hospital, the "raw materials" budget is € 1.4. "In a canteen for example, to reach the ambition of 20% organic, it would take at least 30 cents more," says Christophe Hébert, president of the national association of officials responsible for territorial restoration
- The volumes. "We need large volumes and long-term planning," explains Frédérique Lehoux, CEO of Geco food service.
- Lack of a local distribution and processing network: some buyers want "ready-to-use" products. Local processing workshops are therefore necessary (small slaughterhouses have been eliminated for example).

⁷ CIVAM : The Centers of Initiatives to Promote Agriculture and Rural Areas (CIVAM) are groups of farmers and rural people who, through information, exchange and collective dynamics, innovate in the territories. They develop initiatives, test new practices (living countryside, autonomous and economical production systems, exchanges in rural areas, creation and maintenance of agricultural and rural activity). Through training, exchanges and visits, they experiment with the support, support and criticism of other colleagues in the group. They dare to practice, concretize projects adapted to their context and their territory. They can thus combine their environmental, economic and social aspirations and constitute references that can be transmitted to others. / <http://www.civam.org>

⁸ Country Producer Markets is a brand of Chambers of Agriculture. These markets bring together only and exclusively local producers, all committed to respecting a charter of good practices, thus guaranteeing the consumer: the farm quality of the productions, local, seasonal products and country specialties, the quality of production and processing practices, direct contact with the producer, transparency on agricultural practices.

Regular, seasonal or special events, these markets fully enhance the richness and diversity of the products from our regions and thus make it possible to buy the best local products "at the source"



- Calls for tender: it is necessary to bypass the regulations in order to be able to favour local productions.

The share of local products in collective catering depends on political will, product availability and logistic

Extract from a folder from « lettre du cadre territorial » (professional internet news)
<http://www.lettreducadre.fr>

The approach recommended for local organic products in collective catering?

- *Establish a long-term political backing for an organic collective catering project that will secure outlets for producers.*
- *Federate the players around this project to raise awareness of the challenges and perpetuate the process.*
- *Make an inventory to better target expectations, with a diagnosis of the operation of your catering and a local organic "sourcing" from Gab to find out the available and adapted offer.*
- *Define clear, achievable and measurable objectives (percentage of local organic produce by purchase value or by component, number of seasonal products to be respected, etc.) and the actions resulting therefrom.*
- *Take action: public markets accessible to local organic producers, purchasing planning, training of kitchen teams and supervisors, educational support for guests, communication on the process, etc.*
- *Evaluate the progress of your local organic project.*

The community can also support investments in missing infrastructure on the territory (transformation, etc.) provided that consideration is given to the complementarity and non-competition of the tools created in the territories to guarantee their sustainability. It is often managed by the territory (region, other).

Animation:

It is territorial animation in general, financed by public money, partially or totally. We can also have initiatives from restaurants, for example.

The toolkits are generally designed via collective projects, funded by the state and Europe. Example of tool available to facilitators: « Local guide » (tool box for group catering buyers)

Examples of successful project:

Agrilocal 31 - <https://www.agrilocal31.com>

Free and easy-to-use internet platform for connecting buyers of collective catering and local suppliers. Producers and buyers are referenced and geolocated to allow local supply: the buyer accesses the territory's offer and immediately visualizes on a map the geographic location of potential suppliers.

Auvergne Bio Distribution - <http://auvergnebiodistribution.fr>

The activity consists of bringing together the goods (meat, dairy products, fruits, vegetables, cereals) produced on the Auvergnat territory to deliver them to restaurants in the territory.

Auvergne bio distribution is responsible for finding the goods from the various producers of the processors according to demand. The platform delivers the restaurant of the entire order at once, on the same pallet, accompanied by a single invoice.

Operation local marketing of SFSC:

The (local) territorial facilitators (funded by a local community, municipal) who offer services to local actors (producers in general, but also artisanal processors of local products), in order to sell products in a collective way. In general, the territorial facilitator relies on the skills of an association that works with farmers on this theme (CIVAM for example)

Example: Parc Naturel de Chevreuse implements a communication plan and the development of local distribution networks <https://www.parc-naturel-chevreuse.fr/park-protected-area/la-methode-rapport-dactivite-2014-axe-4/focus-circuits-courts-de-proximite-et>

This is marketing work, where the park facilitator is a “service provider” for a group of farmers, each of whom would not have the skills, time and means to carry out such an action separately. Wearing a range of products makes it easier for the contact person (point of sale).

With: connecting producers and local distributors, modernizing promotional tools at sales locations (displays of local products, product and producer sheets, posters, etc.)

Results:

16 distributors and 8 producers in the territory participated in the operation

35 local products concerned

109 new references at distributors

213 references valued by the operation

€7,000 in expenses for communication tools and the completion of an ex-ante awareness survey (Program 757)

Training

Example of training to train « accompanists » for this type of project : <http://univ-cotedazur.fr/fr/education/trouver-sa-formation-1/diplomes-universitaires/diplome-universitaire-chef-de-projet-en-alimentation-durable>

See details p 10

Example of training to build producer to consumer project: by Cap Rural - See details p 23

Guide:

Example: To create a producer store (MAG PRO) - see details p 21



3.2.3 Private initiative

Co-delivery (2)

Small producers, in some SFSC system (open air market, home delivery...) must multiply deliveries between their different points of sale. When the producer sells on the farm, many consumers must come by car to bring the products home. In these cases, the greenhouse gas emissions are high per kg of product transported.

ADEME (ecological transition agency) show, in a recent report (06/2017) that “in fact, emissions per kilometres travelled and per tonne transported are approximately 10 times lower for a heavy vehicle of 32 tonnes and 100 times lower for a transoceanic freighter than for a van weighing less than 3.5 tonnes: they allow travel greater distances with an equivalent greenhouse gas impact... If the logistics are optimized (means of transport / volume transported, optimization of the delivery circuit, filling of the truck, "clean" vehicle ...), the proximity circuits can prove to be very efficient from the point of view of transport up to 'at the distribution point ».

To reduce this time-consuming constraint, various initiatives are developing in France, including La Charrette and Pélégourmet, which offer the pooling of transport by producers or consumers

Example: lacharrette.org

The registered producers access the "journey exchange": each one informs the journey that he will make and those interested in the journey get in touch with him to settle the details, namely the date and time of departure, the storage conditions, the possible transport of fresh products, or the payment (in hard cash or in exchange for another transport). We can compare it to the blablacar for SFSC, 15% of the delivery price goes to the start-up.

Financing of the project: BPI France⁹ and France active¹⁰

Example: [Stéphanie Conrad](#)

Stéphanie is a cheese producer. She buys products from 8 others farmers and resells on the markets in Paris - Margin of 100 à 50 % depending on the products.

It is a simple system, which works all the better as the one who sells takes the risks of unsold or lost. Our cheese producer. Our cheese producer transforms into a reseller and groups the products, minimizing transport costs and pollution

Animation: by the project promoter.

Internet delivery

Example: <https://www.myfarmers.fr/>

Special features: supply of an urban area (Bordeaux).

The producer near Bordeaux makes his products available on the site. A deliveryman picks up the goods and delivers them to the person ordering the products (consumer, restaurant owner, etc.)

Example: <https://www.peligourmet.com>

⁹ BPI : French National Agency whose objective is to facilitate entrepreneurship for all by removing barriers to information, financing and growth.

¹⁰ France Active supports and finances companies in the social and solidarity economy for more than 30 years



Peligourmet is a collaborative site launched in September 2016. In Paris, Toulouse and Lille. At the beginning: it connects individuals who love quality regional products. The principle: a "Pelicab" (an individual who can transport the product) offers on the website to bring back from one of its trips a regional product bought from a small producer or local craftsman, for example sausage, oysters or cheese. "Peligourmets" (people who are registered on the website) order a certain quantity and make the payment online. Finally, the products are dropped off at a relay point (cafes or delicatessens). The Pelicab receive 7% of the sale price. Now, it seems that most of the products are transported by classic transport system. The site claims more than 3,500 subscribers.

Example: <https://www.greenweez.com>

Over 13,000 organic and eco-friendly products delivered directly to you after ordering.

In search of new products, good, demanding, respectful of the environment, at fair prices for all: fair for customers, but also producers and suppliers, and all those who work along this chain: order preparers, delivery people.

Remark: if internet delivery initiatives are in the field of SFSC (only one intermediate, the distance between the producer and the consumer can be important (and much more than 70 km – ex.: peligourmet)

Order collection / consumer supported agriculture (CSA)

Advantages for farmers:

- Save time for marketing the food
- Receive payment early in the season (only CSA system), which helps with the farm's cash flow
- Have an opportunity to get to know the people who eat the food they grow

Advantages for consumers:

- Eat ultra-fresh food, with all the flavour and vitamin benefits
- Get exposed to new vegetables and new ways of cooking
- Usually get to visit the farm at least once a season
- Develop a relationship with the farmer who grows their food and learn more about how food is grown

The clientele evolved: from environmental activists at the start, members are now less involved, more "consumers".

Animation:

A network manager + volunteers

Examples:

La Ruche qui dit oui! <https://laruchequiditoui.fr/fr> in English the Hive who says yes!

The online sales platform promotes direct exchanges between local producers and local consumer communities who meet regularly in real ephemeral markets. An individual, an association or a company decides to open a Beehive in a cafe, a performance hall, a school, a cultural centre, a garden or a barn. He is the Manager of the Beehive.

He contacts Producers within a radius of 250 kilometers, who offer fruit, vegetables, meat, cheese, dairy products, bread, wine, honey. At the same time, he recruits members who wish to buy local products.

Each week, the Manager distributes a selection of farm products online to Members of his “Hive”. Beforehand, each Producer freely sets the fair price for his products and the minimum order to reach to deliver them. Members have six days to send an order on the website, very simply by clicking on the chosen products. No obligation, no subscription: each Hive Member is free to order or not.

Once the orders are completed, two options:

- The Producer has reached his minimum order, everything is fine.
- He did not reach it. In this case, he will not come to deliver this time.

The day before distribution, each Member receives their final list of products ordered and the corresponding amount.

The Producer freely sets its selling price and pays service fees which correspond to 20% of its turnover excluding taxes. There is therefore no intermediary, it is a direct sale followed by a service billing

Actually

1500 « Beehive » (or groups of consumers) in Europe

850 « Beehive » in France, 5000 producers, 160 000 active members per year

CSA (Community Supported Agriculture) <http://reseau-amap-hn.com> (Normandy network)

The CSA movement, started twenty years ago.

Principle of CSA: a farmer offers a certain number of "shares" to the public. Typically, the share consists of a box of vegetables, but other farm products may be included. Interested consumers purchase a share (a "membership" or a "subscription") and in return receive a box (bag, basket) of seasonal produce each week throughout the farming season.

The farmers deliver their produce to the same place each week. Consumers (members of the organizing organization) come to collect their baskets or orders. Generally, the producer is present during the distribution. Distribution is a convivial moment, a meeting place. Often, it is the member who takes the products himself from the crates, using the composition sign present in distribution. It is based on trust.



Coopérative CSA

<https://www.alter-conso.org>

45 farms around Lyon are engaged in this cooperative, who deliver each week their product to make the baskets. The baskets go to 14 places of distribution (see the map)



Shops and restaurant local and organic sourcing

Little shop (rural or urban) and restaurant who propose local agro-organic food

Animation:

- the manager of the shop
- organizations that offer services, for example, <http://www.grap.coop>, advice, project set-up support, technical support.

Producer market (see 3.2.2)

At the beginning, a facilitator intervenes (NGO or public or private).

Collective transformation workshop (see 3.2.2)

At the beginning, a facilitator intervenes (NGO or public or private).

Then, it is functioning as a private organisation (cooperative, association, company)

Example: Nectardechois - <http://www.nectardechois.fr/entreprise.php>

Farm shop (see 3.2.2)

At the beginning, a facilitator intervenes (NGO or public or private).

Business model: a % on sales products - 15% if partner (producer participates in the sale), 30% if deposit sale.

Example : https://www.magasin-de-producteurs.fr/shop.php?id_shop=393

Training:

Example: Create a local business - local, organic products (fixed or / and itinerant) by Savoir-Faire & Découverte

(<http://www.lesavoirfaire.fr/formationprofessionnelle-1578-stage-cree-un-commerce-de-proximite---produits-locaux--bio--fixe-ou-et-ambulant.html>) - see p ??

4. Details of trainings

In France many institutes propose training about animation in different levels. In the next subchapter we will introduce some examples at university level and in adult training, it is also important to emphasize that these trainings are focused on local food system and the short food supply chain as topic is embedded into the training materials

4.1 Agro Paris Tech Executive (engineer school) / Terres en Villes (NGO)

Title: « Design and implement food strategies for the territory ¹¹»

Duration: 10 days

The growing concern of consumers about their food and crisis of the current agricultural model are causing the actors of the territory to rethink it from the point of view of relations between cities and food. New initiatives are emerging from territorial actors (local authorities, agricultural organizations, associations and inhabitants) who are co-constructing original strategies for locating activities, geared to the needs and resources of the territories.

The Mission Officer whose food issue is at the heart of his or her missions, or who deals with it on the periphery, becomes an actor in the conduct of change. It accompanies the establishment and pilot of territorial projects at the crossroads of agricultural, food, environmental and societal dynamics in a local authority. As a single interlocutor, he is at the interface of the local authorities and the elected officials responsible for the community's agricultural and food policy. He/she accompanies the decision-making of elected officials. It is in the fields of competence of this trade, of these different professional positions, that the training path wishes to propose apprenticeship frameworks.

Educational objectives of the course

To develop a territory strategy that favours the logic of actors and the deployment of transversal actions in food to identify the logic of actors, to identify territorial issues through methods of territorial analysis, design an action programme on its food components.

Implement food action programmes: develop a project in both the content and financial resources to be mobilized, draw up contract documents, design and monitor the evaluation of the action plan, support project promoters.

Foster a partnership territorial dynamic: know how to present a project to decision-makers, carry out actions to raise awareness among stakeholders on topics related agriculture and food, facilitate multi-working groups design and conduct interviews with project leaders.

Targeted audience

Persons working in local authorities, Chamber of Agriculture, NRP or any other project territory.

Prerequisite

Have a project to deploy on their territory, or in their department. A self-positioning is required at the beginning of the journey to direct the listener towards the different modules.

¹¹ Contacts:

AgroParisTech Executive : Cécile Cot : 0473440710/ cécile.cot@agroparistech.fr
Terres en villes : Marc NIELSEN : 0140418412/ marc.nielsen@terresenvilles.org



Teaching method

Each module consists of face-to-face time and remote time (virtual class and/or individual work via proposed resources.) At the end of each module, the auditors individually produce an operational deliverable.

10 days of training spread over 7 months. An alternation between distance training in person. A module 3 of individual accompaniment.

Architecture of training

Acquire the fundamentals 2,5 days:

Module 1: Food at the heart of the territorial public action. Understand the context and identify the challenges of the food transition.

Acquire know-how and experiment 4,5 days:

Module 2: Conduct a territorial food project. Learn about territorial project management tools. Apply project management tools in a field. Adapt to work situations.

Question its practices and anchor knowledge in its activity:

Module 3: reflexive accompaniment 2 days

An individual project of the auditor.

Leading a project in my community or working my career.

Self-positioning === Closing seminar (2 days.)

Potential stakeholders

Tutoring is carried out by stakeholders identified on the basis of the subjects carried by the auditors. This could include Agroparistech (University and Research Institute) researchers, UMR Territories or Terres en villes, as well as experienced professionals.

4.2 - Savoir-Faire & Découvert

Title: create a trade in local and organic products



DÉCOUVRIR ET PRATIQUER LES SAVOIR-FAIRE MANUELS LOCAUX ET ÉCOLOGIQUES. SE FORMER AUX MÉTIERS D'AVEI

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-  APPRENDRE À FAIRE SOI-MÊME > Retour
-  SE FORMER POUR ÉVOLUER
-  CHANGER DE MÉTIER

Créer un commerce de proximité - produits locaux, bio (fixe ou/et ambulant)
Formation-Action

Référence : 100614
Maître de stage : Marie Michel, Kévin Guillermin, Sylvain Le Gal et des épiciers.
Ville : Lyon (69)
[> Commander ce stage](#)



Le commerce de proximité, spécialisé en produits locaux et bio maillon essentiel à l'évolution de nos modes vie.

Par sa connaissance du terrain, des modes de production, l'épi apporte au plus près du consommateur citoyen des produits de issus d'une agriculture locale et écologique. Et il va bien souve delà : il facilite les rencontres producteur-consommateur, crée social par des animations locales en magasin, conseille le client

Pour réussir cette mission, l'épicier a besoin de comprendre le économique d'une activité de commerce de détail alimentaire, des compétences techniques de base (gestion des stocks, suiv et réglementaire...), d'intégrer les spécificités d'un approvisio

Nombre maxi de stagiaires : 10
Durée : 5 jours

en local et de la vente en vrac.

Ce métier est fait pour tous ceux qui ont un relationnel facile et qui veulent s'engager, aux côtés des producteurs locaux, dans un changement de modèle de consommation. En 5 jours, vous repartez avec la « boîte à outils » et le savoir-faire de base nécessaires à la préparation réussie de votre projet.

Objectifs :

- Acquérir les bases techniques, pratiques, organisationnelles, commerciales, nécessaires à la création commerce de proximité intégrant la vente de produits alimentaires locaux et bio
- Être capable de faire des choix d'orientation concernant son projet et de prendre les décisions ad-hoc terme d'investissement, de statuts, de modalités d'organisation...
- Evaluer sa capacité et sa motivation à exercer ce métier.

Programme

Jour 1 : Les principales composantes du métier

- Le modèle économique : marges commerciales, point mort, enjeux-clés
- L'approvisionnement et la logistique
- L'organisation du travail
- La vente
- L'hygiène

Avec prise en compte des différences selon le type de commerces de proximité envisagé : rural / urbain, mobile

- Préparation des jours de formation sur le terrain (mardi à jeudi)

Jour 2 - Formation en situation - Fonctionnement d'une épicerie

- Fonctionnement au quotidien de l'épicerie et son lien au territoire
- Réception de marchandises
- Gestion des stocks et inventaires
- Relations aux clients

- Analyse, lien avec le projet de chacun et bilan des acquis

Jour 3 - Formation en situation - Fonctionnement d'une épicerie

- Les outils de travail : camion, magasin... et leurs aménagements
- Le référencement de produits locaux : les trouver, les choisir, et créer une relation de partenariat avec producteurs (complémentarité / concurrence)
- Tenir la caisse
- La relation client, la vente et ses outils (communication en magasin, vente par internet, partenariats)
- Vente des produits en vrac

partnerships, etc.)
Sale of bulk products

Day 4 - Analysis, link to each other's project and assessment of achievements

Work organisation - linked to family life and the desired quality of life
Create "differentiation", originality, and additional service
Know how to place an order

Day 5 - Preparing your project

Review of Immersion Training Days

Groceries and computer systems: which solutions to choose, what is important to take into account?

Presentation of the different possible legal statuses to develop a bio-local proximity trade project, matching status - project, organizational and fiscal implications of each statute

Local commerce, specialized in local and organic products, is an essential link to the evolution of our lifestyles.

Through his knowledge of the land and production methods, the grocer brings quality products from local and ecological agriculture as close as possible to the citizen consumer. And it often goes beyond that: it facilitates producer-consumer meetings, creates social ties through local in-store events, advises the customer...

To succeed in this mission, the grocer needs to understand the business model of a retail food business, to have basic technical skills (inventory management, health and regulatory monitoring, etc.), to integrate the specifics of local supply and bulk sales.

This job is for all those who have an easy relationship and who want to engage, alongside local producers, in a change of consumption model. In 5 days, you leave with the «toolbox» and the basic know-how necessary for the preparation and the success of your project.

Maximum number of trainees: 10

Duration: 5 days

Objectives:

To acquire the technical, practical, organisational and commercial bases necessary for the creation of a local trade integrating the sale of local and organic food products

To be able to make choices of direction regarding his project and to take ad-hoc decisions in terms of investment, statutes, organizational arrangements, etc.

To evaluate his ability and motivation to practice this profession.

Program

Day 1: The main components of the business line

The economic model:

trade margins, break-even point, key issues

Procurement and logistics

The organisation of work

The sale

Hygiene

Taking into account the differences according to the type of local shops envisaged: rural/ urban, fixed/ mobile

Preparation of field training days (Tuesday to Thursday)

Day 2 - Situational Training - Running a Grocery Store

Daily operation of the grocery store and its connection to the territory Receipt of goods

Inventory management and inventories

Client relations

Analysis, link to each other's project and assessment of achievements

Day 3 - Situational Training - Running a Grocery Store

Work tools: truck, store... and their fittings

Referencing local products: find them, choose them, and create a partnership relationship with producers (complementarity/ competition)

Hold the crate

Customer relations, sales and tools (in-store communication, internet sales,



The projects

Each participant has the opportunity to prepare the outlines of his project and present it
The professionals present provide their insight and advice, in order to facilitate decision-making
Balance sheet of assets

Pedagogical method

The basics of the profession are processed on Monday, with 3 grocery professionals with complementary skills.

Tuesday, Wednesday and Thursday days: learning modalities in situation. Each participant chooses a grocery store to support learning (see list [HERE \(ICI\)](#)). Each trainee is provided with a roadmap, which includes the skills to be acquired during the week. It is supplemented gradually, with the help of the store's reference trainer, who accompanies the trainee in his learning. Every day, an analysis and assessment of what has been achieved and of the difficulties encountered are carried out.

The last day is intended to

- consolidate and structure the acquired
- move projects forward

Thanks to group work, refunds and exchanges. Presentation of trainers and referenced grocery stores

Kévin Guillermin joins the grocers in the areas of management, finance, legal and governance, within the GRAP (Groupement Régional Alimentaire de Proximité). He started in this business after spending 4 years in a cooperative bank and 5 years in project financing in renewable energy.

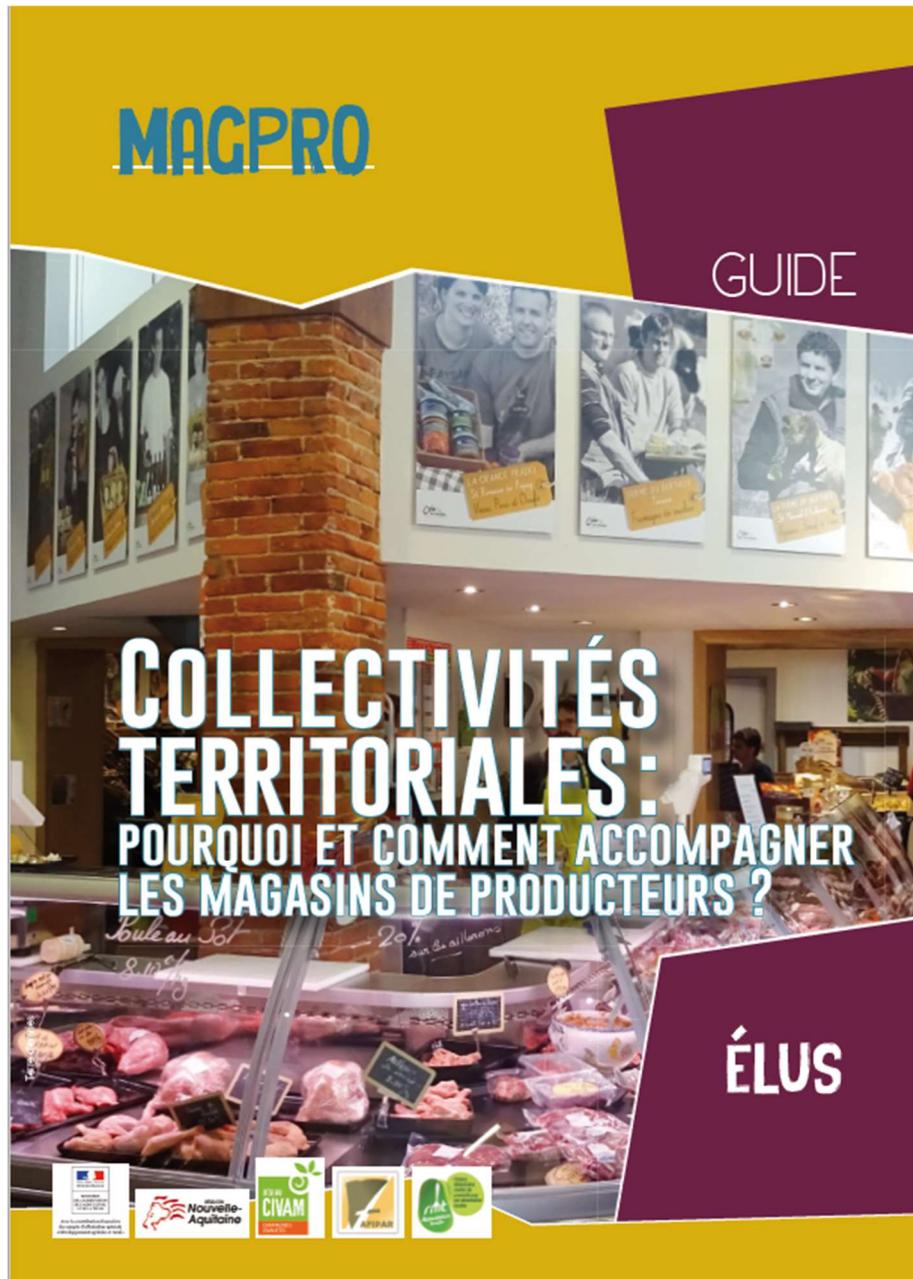
Marie Michel supports grocery stores in their development within GRAP. She is also an expert on "food professions", for referencing and hygiene issues. She was also manager of the grocery store "Scop Prairial II" in Vaulx-en Velin for 3 years. She is in charge of the "project" part (day 5)

The twenty or so local grocery stores offer their skills to train you. In each of them, a reference accompanies the learner and follows his progress.



Annexe 1 - Guide - Example

To create a producer store



This guide published as part of the Magpro project - key of success and territorial impacts of the stores of producers - aimed at local authorities which wish to support the establishment and development of these stores in their territory or which question the value of supporting such approaches.

There are currently almost 300 stores of producers in France and elected officials and territorial agents are increasingly sought after by farmers behind these initiatives.

The purpose of this guide is to highlight the skills communities to facilitate support of producer stores and respond to producers' needs. Readers will find the main arguments for hosting a store on their territory



and feedback from communities who accompanied a store. He will bring also to producers and their guides elements of understanding on the role of communities and the support that they can possibly to bring them.

This guide does not claim to be exhaustive and its content is based on some feedback from Magpro, in particular surveys carried out in the part of Magda Kaminska's internship on "Place des producer stores in food projects of territory".

Magpro aims to provide new tools and benchmarks to facilitate development of producer stores and ensure their sustainability.

This collaborative action research project combines around twenty partners from the spheres of research, development and teaching agricultural. Winner of the call for projects Innovation and PNDAR partnership, it benefits from the contribution of the Casdar 2014-2018. It is worn by Afipar and the Civam Network and affiliated with RMT Alimentation local - Short food chains for sustainable food. Find the information on Magpro, the project sheets and guides on: www.magasindeproducteur.org

To build producer to consumer project - CAP rural - <http://www.caprural.org>

LES SESSIONS

Rebonds

Reconnaître ce qui est en transition dans les métiers et les organisations

- Impact des transitions sur les compétences professionnelles des agents de développement
- Cartopartie pour travailler les transitions, dans une structure ou entre structures

Travailler de nouveaux potentiels de développement local

- Activer des réciprocity villes-campagnes
- Innovations sociales et territoriales : accompagner le changement d'échelle d'un projet pilote

Par la création d'activités :

- Agriculture et ESS
- L'agriculturalité aujourd'hui
- Incubateurs ruraux : ancrage local et complémentarité avec les autres dispositifs
- Construction d'offres d'activités (COA) : construire des offres d'activités qualifiées
- Accompagner l'usage des outils numériques : l'expérimentation 3D-3TERRES

Faire face aux enjeux agricoles en lien avec les territoires

- Le mal-être agricole
- Agriculture et changement climatique
- Agriculture et intercommunalités
- L'agriculture fournisseur d'énergie locale
- Egalim et approvisionnement local
- Agroforesterie : une solution d'avenir pour des territoires durables et productifs

Travailler la cohésion sociale

- Décrypter les situations de pauvreté sur son territoire et des moyens d'action

Mobiliser la recherche

- Collaborer avec des chercheurs : nourrir et se nourrir de la recherche. Outils et méthodes
- Valorisation de nouvelles connaissances produites par la recherche (PSDR ou autres)

Alliances

Comprendre les nouvelles formes d'organisation collective

- Travailler avec de nouveaux collectifs porteurs de projet
- Conduire le changement avec intelligence collective : méthodes et outils
- Approfondissement sur les communs : définitions, cadre juridique, expériences
- Coopérer avec les citoyens pour coproduire de l'action publique

Monter des partenariats complexes

- Raisonner la dimension systémique d'un dispositif ou d'un projet et activer des coopérations
- Installer et animer des gouvernances partagées et plurielles dans les projets complexes
- La boîte à outils de la coopération entre acteurs et entre territoires
- Présentation du guide *Le développement local par la coopération entre territoires*

Mettre en dialogue les acteurs

- Mobiliser les outils de la médiation pour faciliter le dialogue
- Repérer un conflit et le traiter

The sessions

Rebonds

Recognize what is in transition in trades and organizations

- Impact of transitions on the professional skills of development officers.
- Cartopart to work transitions, in a structure or between structures.

Work on new local development potential

- Activating urban-rural reciprocity.
- Social and territorial innovations: supporting the scale change of a pilot project.

Through the creation of activities:

- Agriculture and ESS
- Agriculture today
- Rural incubators: local anchoring and complementarity with other devices.
- Construction of activity offers (COA): build qualified activity offers.
- Support the use of digital tools: 3D experimentation - 3TERRES.

Address agricultural issues related to the territories

- Agricultural welfare
- Agriculture and climate change
- Agriculture and inter-community
- Agriculture as a local energy provider
- Equality and local supply
- Agroforestry: a future solution for sustainable and productive territories

Work for social cohesion

Deciphering the situation of poverty on its territory and means of action

Mobilize research

- Collaborate with researchers: feed and feed research
- Tools and methods
- Exploitation of new knowledge produced by research (PSDR or others)

Alliances

Understanding new forms of collective organisation

- Working with new project leaders.
- Driving change with collective intelligence: method and tools.
- Deepening on the commons: definitions, legal framework, experiences
- Cooperating with citizens to co-produce public action

Building complex partnerships

Reason the systemic dimension of a device or a project and activate cooperation install and animate shared and plural governance in complex projects

The toolkit for cooperation between actors and territories

Presentation of the guide

Local development through cooperation between territories

Engage stakeholders

Mobilize mediation tools to facilitate dialogue

Identify and address conflict

Know the evolution of the public organization

Work with a provider

Not drown in information, email

Watch over one or more topics

Decrypt complex situations and equip themselves

Special leader

Leader, manager and programme: assets for the territory

Communicate and value the actions and projects LEADER

To make the newly elected members aware of LEADER

To prepare its candidacy LEADER



Annexe 2:

Related to 4.2.1

Example of profile sought for a position Project manager "sustainable territorial food system" in the city of Lens (59) - February 2020

Qualification and training required: baccalaureate level 5 desired in the field of territorial development (town planning, planning, geography, economic development)

Experience: professional experience in project management and good knowledge of the local government sector; good knowledge of agricultural networks and sustainable food.

Skills/skills required:

- Mastery of project management methodology
- Meeting facilitation skills, networking
- Knowledge of local authorities and stakeholders
- Good knowledge of the agriculture sector
- Writing, analysis and synthesis skills
- Oral skills, public speaking

Knowledge-to-be expected:

- Ability to develop a strategic vision and demonstrate strength in proposal
- Ability to be autonomous and initiative
- interpersonal fluency and teamwork skills
- Availability

SPECIAL JOB CHARACTERISTICS (timetables, environment, pace)

Possibility of evening meetings (Commissions, COPILs....) and presence in events at weekends (as part of the SATD).



Annexe 3:

