

Blended mobility of VET
learners
Training material

Design of a territorial strategy: application to food issues

IADT

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Introduction

- This training material is intended for actors (technicians and elected officials of local authorities, socio-professionals from the agricultural and agri-food world, etc.) who wish to build a local development strategy based on the resources of their territory and in particular on food goods.
- Three aspects will be addressed:
 - How to build a strategy: from the idea to the project
 - How to rely on the resources of a territory?
 - How can agricultural and food issues be taken into account?

I. From idea to project: construction of a strategy

A double strategic objective: to evaluate/make a judgment and to initiate a change

Hence two dimensions:

The **territory** : its coherence, its “identity”, its issues, its limits... is it a “system”? Is it a "project territory" and with which actors (leaders, local society, etc.)?

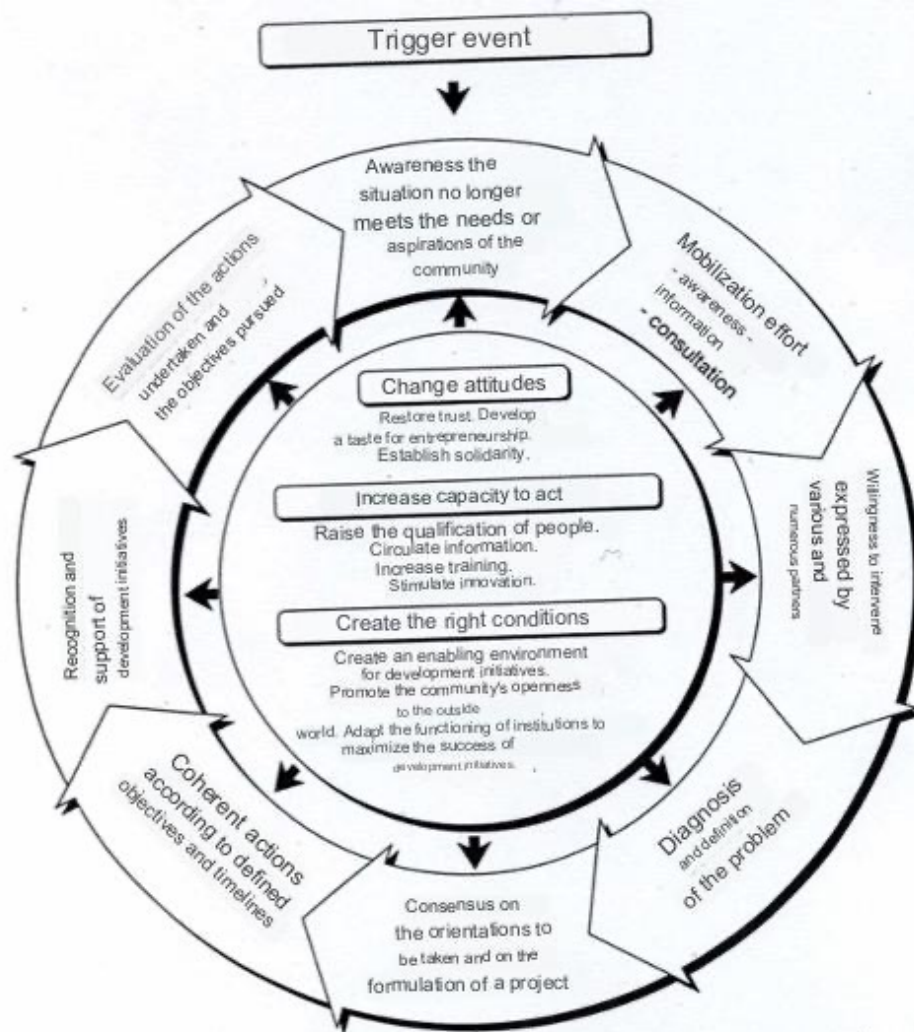
The **actors** : how to mobilize them to support the project?

The approach is always part of a process:

- phase of support and mobilization of the actors,
- phase of organization, reflection and adoption of a strategy,
- adoption phase of an action plan (structuring actions, initiatives and project leaders, technical and financial means)
- communication and evaluation phase

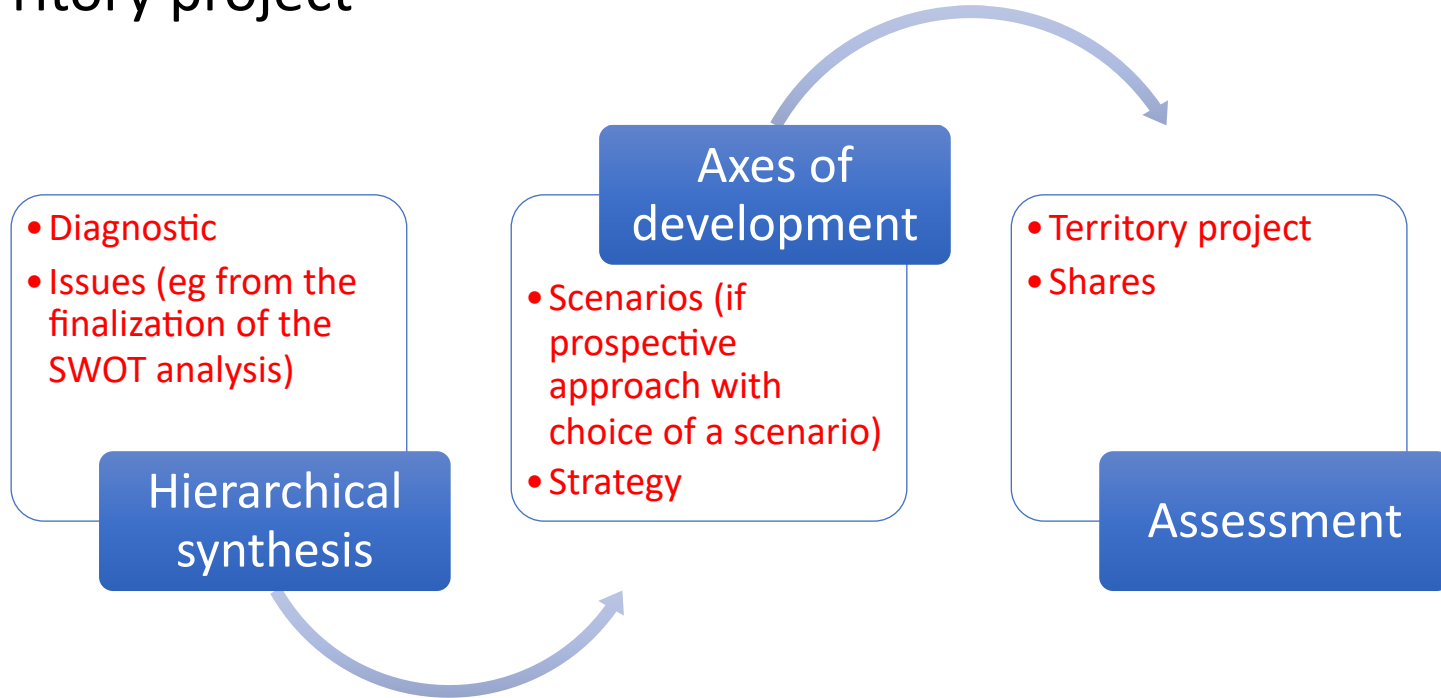
In details :

- Awareness raising and local mobilization (event, crisis that triggers the movement, etc.). Raising awareness and dissemination in local society
- Territorial diagnosis: analysis, challenges and means of action identified
- Definition of strategies, orientations with concrete actions, scenarios, timetable, sources of financing
- Negotiation with actors
- Project development and implementation, execution
- Formal or informal assessment



SOURCE: Design: Bernard Vachon and Francine Coallier; execution: Cartography workshop of the Department of Geography of UQAM.

The concrete overall approach: from the territory to the diagnosis of the territory... from the diagnosis to the territory project



Step 1: the diagnosis and the issues
summarized

The **diagnosis** must be based on a systemic analysis: it must grasp the components of the spatial system (activities, functions, actors, environment, etc.) on a quantitative (statistics) and qualitative (interviews) basis, measure the legacies, the results of the procedures in progress, the games of actors, the perspectives, the stakes without neglecting the dialectic of the local and the global

This **REGARD** must be professional, qualitative, partnership, participative

How to synthesize a diagnosis?

=> **Different methods are possible**

1. Approach by the stakes of the territory (extract a small number of strategic and prospective stakes according to the expectations of the diagnosis). Examples: demography, land, landscape and environment, economic activities, training...
2. "Idiographic" approach by the specificities of the territory compared to others (search for the unique, identity, resources)
3. Evaluative approach:
Strengths (internal elements that will help in the choice of a strategy); Weak points (internal elements that will penalize the project); Opportunities (external/exogenous elements that will promote the emergence of the project); Risks (external elements likely to thwart the realization of the project).

How to synthesize a SWOT approach?

Make a crosstab:

	BENEFITS	WEAKNESSES
OPPORTUNITIES	How to use the advantages to enhance the opportunities?	How to eliminate the disadvantages that can prevent the valuation of opportunities
THREAT	How do you use benefits to reduce the likelihood of threats occurring and/or to reduce impact if threats do occur?	How to reduce the disadvantages to prevent the materialization of the threats?

4. **"PESTEL" approach** : distinguishes the **P** olitical environments (devices at different scales and interplay between players), **E** economic (results, dynamics), **S** ocial (demography, income, social mobility, lifestyles and living arrangements, education/ training, etc.), **T** echnological, **E** nvironmental and **Legislative** ... and tries to see how these environments have an influence on the territorial organization

Step 2: strategic orientations

Orientations must emerge: transversal and hierarchical axes of development...

A direction

Strategy and scenarios

A simple grid can allow To from the analysis of the diagnosis and the projects mentioned by the actors , to classify the issues to build the strategy

Issues to master or unifying project	Ranking by importance	Comments
Issue or project 1 Issues : <ul style="list-style-type: none">▪ Scale of relevance▪ Impact on the territory▪ Degree of control by the actors▪ Degree of responsibility for the issue		
Issue or project 2 Issues : <ul style="list-style-type: none">▪ Scale of relevance▪ Impact on the territory▪ Degree of control by the actors▪ Degree of responsibility for the issue		
Issue or project 3 Issues : <ul style="list-style-type: none">▪ Scale of relevance▪ Impact on the territory▪ Degree of control by the actors▪ Degree of responsibility for the issue		

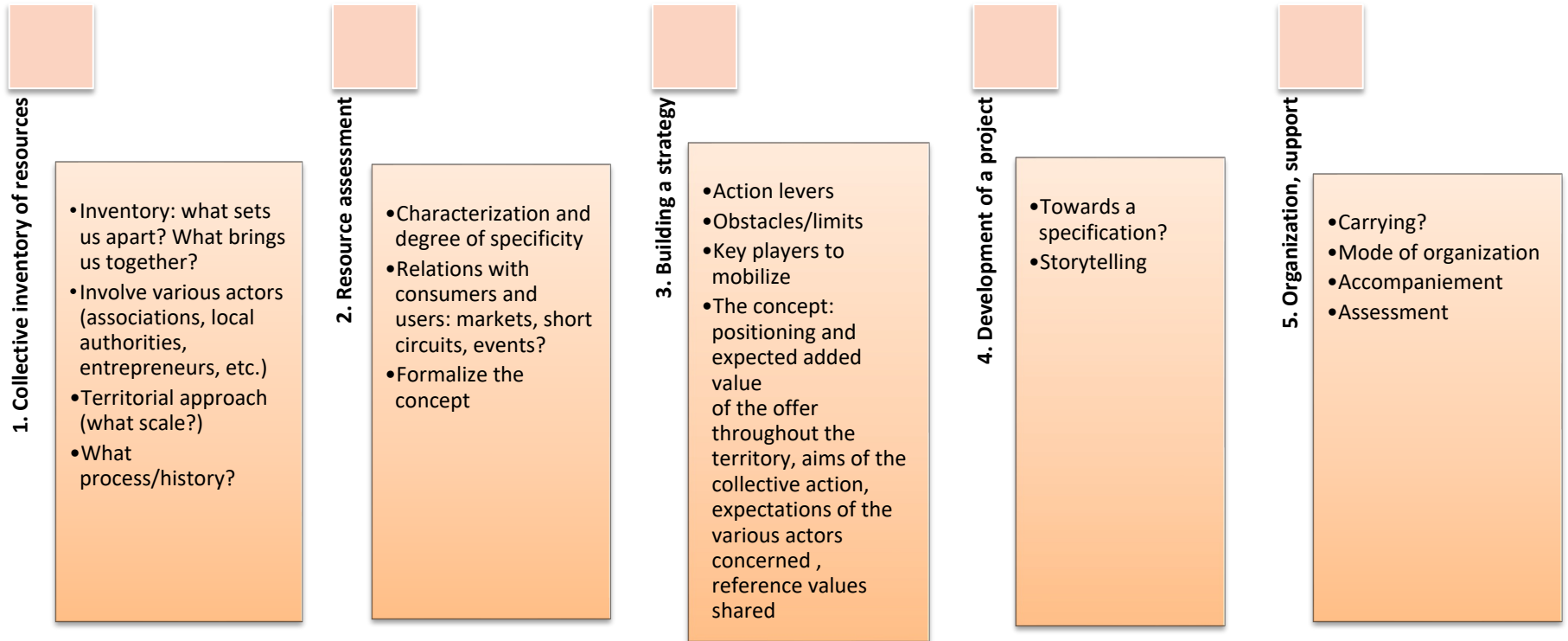
Step 3: the project

- A project: construction and actions, organization and assembly, operationality of the partnership, contractualization between the actors, optimization of existing systems, formalization of the project, proposal for an evaluation method

=> A path

II. Application of the method: approach by resources

A method using agricultural and food resources



Step 1. Collective inventory of resources

Diagnosis by component:

- Is its value recognized? By which actors?
- Is there already a valuation today? In what form (eg tourism, short circuits)?, By which actors / networks?
- If not, is there a valuation request for this component? By who ?
- Are there possible valuations with other resources? (reference to the characterization grid)



The example of Aubrac



A collective approach to promotion, **cultural formalization and organizational innovation** (interprofessional association, inter-activity cooperation) => leads to the creation of a Regional Natural Park

The example of the Cévennes



Estimation of the degree of activation of each component of the resource

Resource or component activation step	Characterization of the activation step
1 REVELATION/ EMERGENCE	<ul style="list-style-type: none"> • Potential resource ("< deposit"), value little or not recognized • Zero or occasional valuation • Interest shown by a few players • No networks formed around the resource
2 ENLARGEMENT & LEGITIMATION	<ul style="list-style-type: none"> • Locally recognized value • One or more networks enhance one or more components of the resource • Establishment of organizations (professional, associative, etc.) • Knowledge sharing and production • <p>Collective production/valorization repositories (charter type, specifications) non-existent or to be consolidated</p>
3 DEVELOPMENT	<ul style="list-style-type: none"> • Resource recognized by the outside • Several categories of actors value the resource. Territorial scale impacts, significant product scale economic impacts • Tools and organization of collective resource regulation

Step 2. Resource assessment

Position resources: use of the double-entry grid (supply/demand)

Logic of territorialization of the offer

	Generic offer	Specificity of production (eg quality label standards, etc.) without site specificity	Specificity of production (label, marketing) with reference to the site (e.g. mountain, region, "from here"...)	Specificity of the product + specificity of the geographical origin (SIQO)	Territorial specificity (products and "basket of goods"; integration of cultural and symbolic values)
Valuation on the regional/national market					
Proximity enhancement (economy + social relations)					
"Territorial" valuation, collective between different actors, intercessory role of tourism					

Logic of territorialization by demand ↓

→ Logic of territorialization of the offer

Territorialization

Explore the potential combinations between components

Combine Resources

				Raw and processed product	
				Practices and know-how	Raw and processed product
				Ecomuseum	Practices and know-how
				Conservatory of species, old varieties	Associated objects (race, plant biodiversity)
				Local gastronomy	
				Road of know-how (producers, craftsmen)	
				Market around a product	
				Hike with product tasting	Cultural landscape

Source: according to Loïc Perron, Claude Janin, 2014

Step 3. Strategic thinking

Distribution of actors according to types of engineering and types of resource activation lever

	WHO ? Mark in each box the people or organizations capable of carrying out the action		
	Technical	Animation	Coordination
Resource enhancement levers			
Offer Specification			
Expansion of valuation methods			
Coordination, project management, governance			

Step 4. The project

Transversal and territorial nature

- Choice of a relevant territorial scale in all its components, and with a reflection on the articulations and the relations to be established with other territorial scales .
- The identification of the different categories of actors to be mobilized and the quality of their representation in the project bodies.
- The allocation of means of animation, the identification and organization of skills and resource persons to associate
- Choices in terms of political/institutional support: skills , legitimacies .

Step 5. Organization

The key elements of this step are:

- the appropriation of the project and the concept targeted by all the actors concerned , and their mobilization
- the linking of actors, the creation of places of exchange necessary (which ones?)
- the production of new knowledge on the territory, its resources and its valuable potential, its actors and its networks , its environment, etc.
- the design of new offers: by putting existing offers into perspective and stimulating approaches creative to renew the offer, to bring out new ideas, formalize them, test them (e.g. " design thinking ")
- the organization of communication / collective promotion, the implementation of a monitoring and evaluation system to consolidate and develop offers,
- the formalization of a collective progress approach and the qualification of professionals according to their needs, the development of offers and the expansion of the service providers involved .

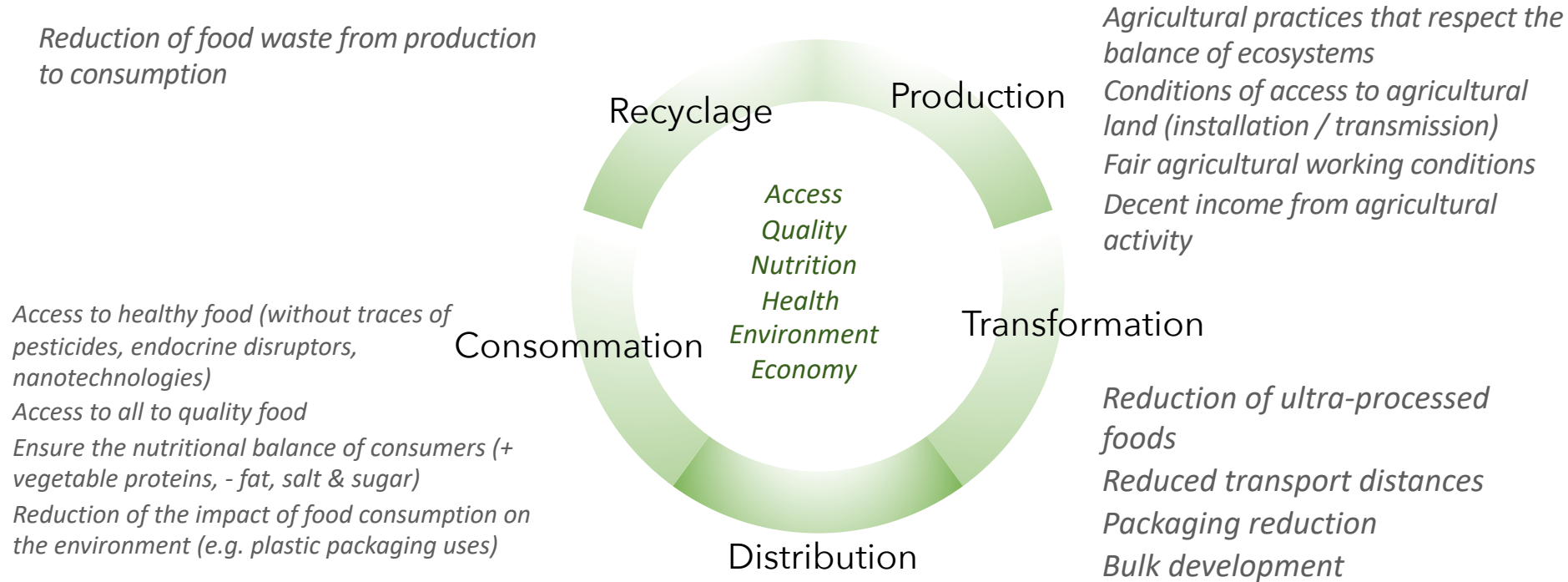
The main points of vigilance:

- the management of the availability' and the participation of the various actors, and the place given to consultation, controversies and collective productions in the methods of animation
- the methods of knowledge sharing between the actors on the valuable resources of the territory
- time management different in the objectives of achievement : the imperative to combine the short term to mobilize and succeed , and the medium term to allow the development of projects carrying the territorial ambition

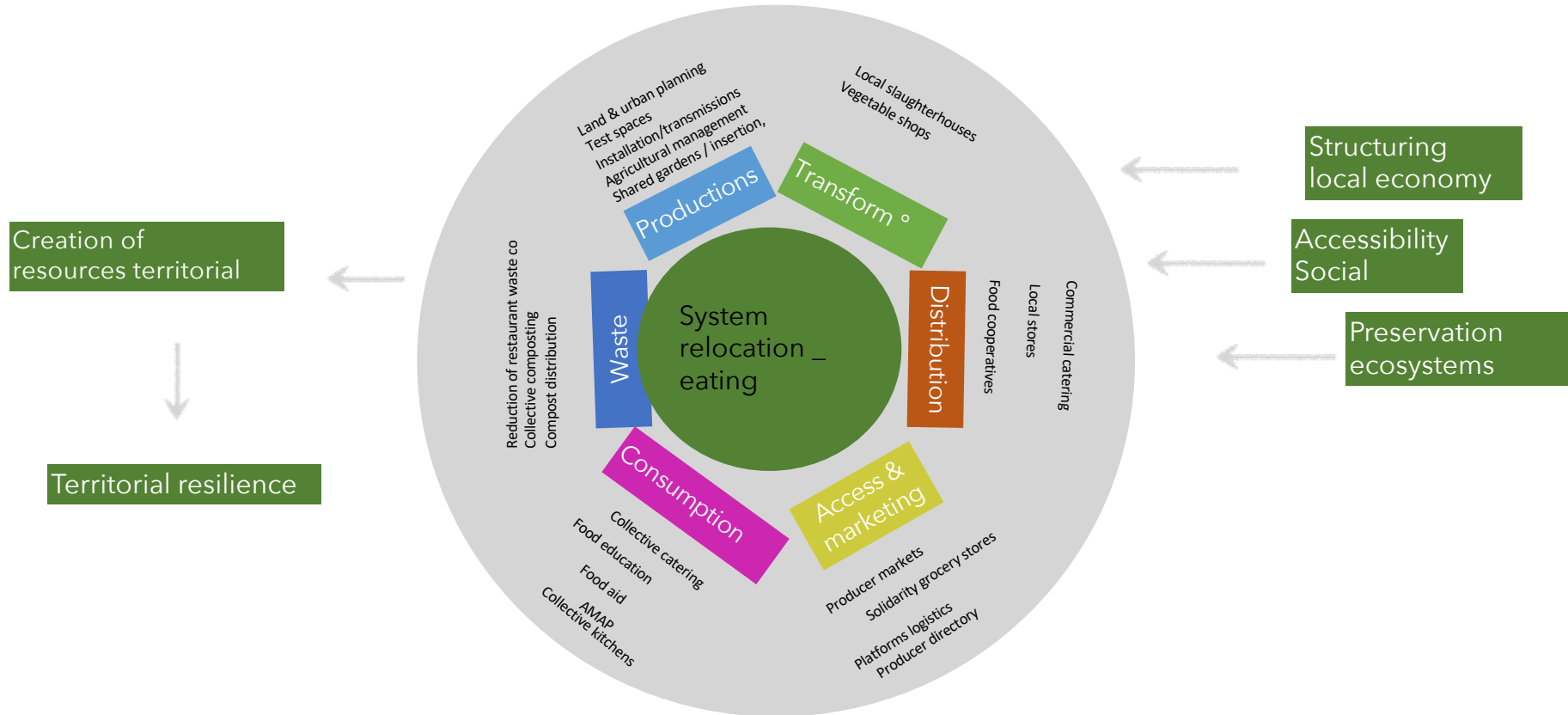
III. What are the challenges for food products?

1. Sustainable food systems

Sustainability at the heart of the links in the food system

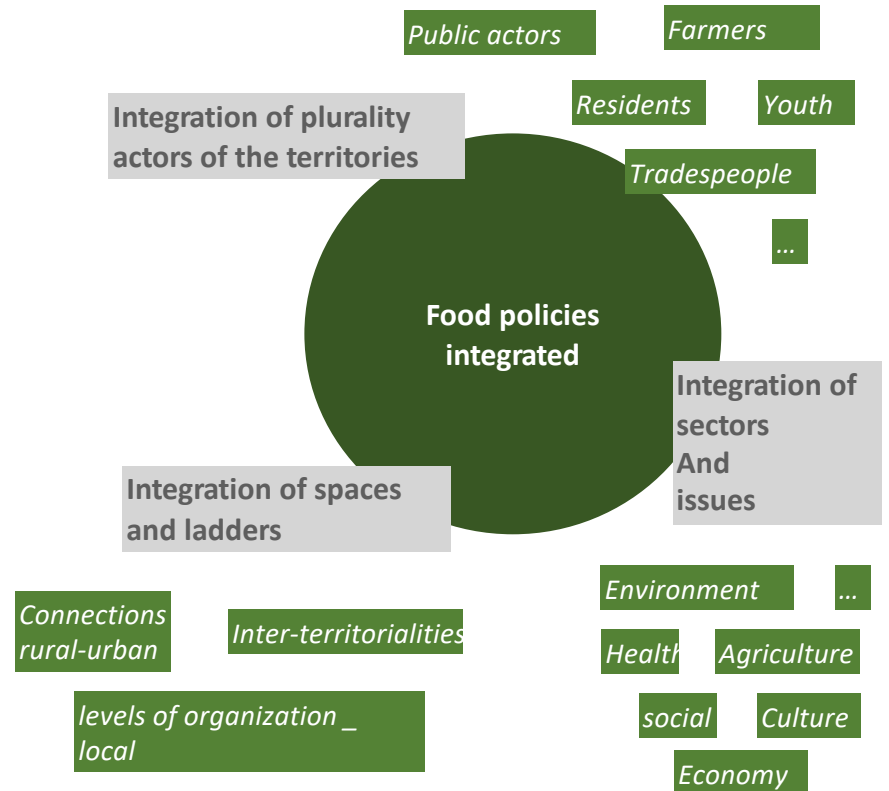
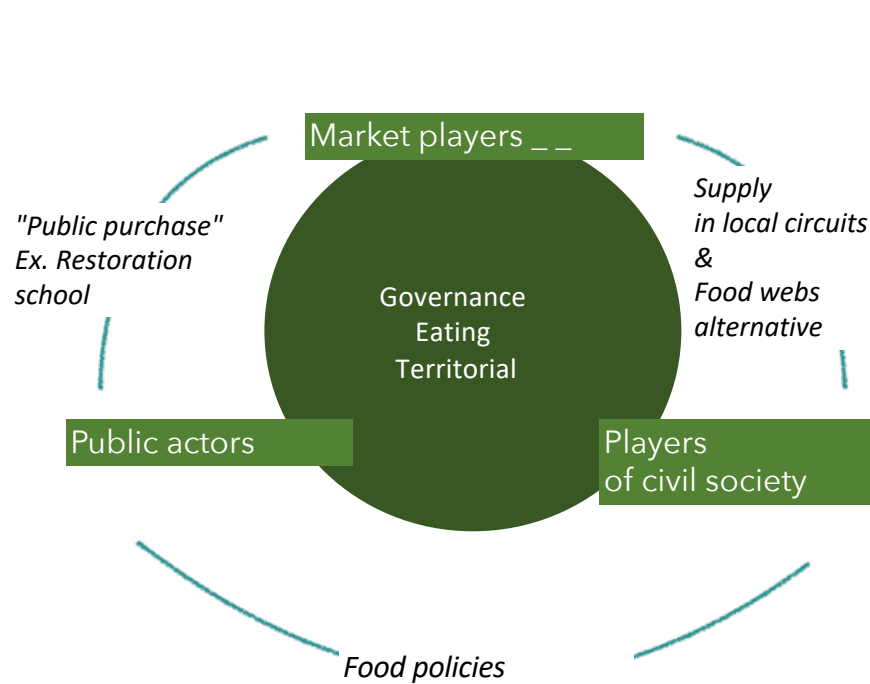


Sustainability at the heart of the links in the food system



Food policies territorial

Accelerate processes _ integration into public policies

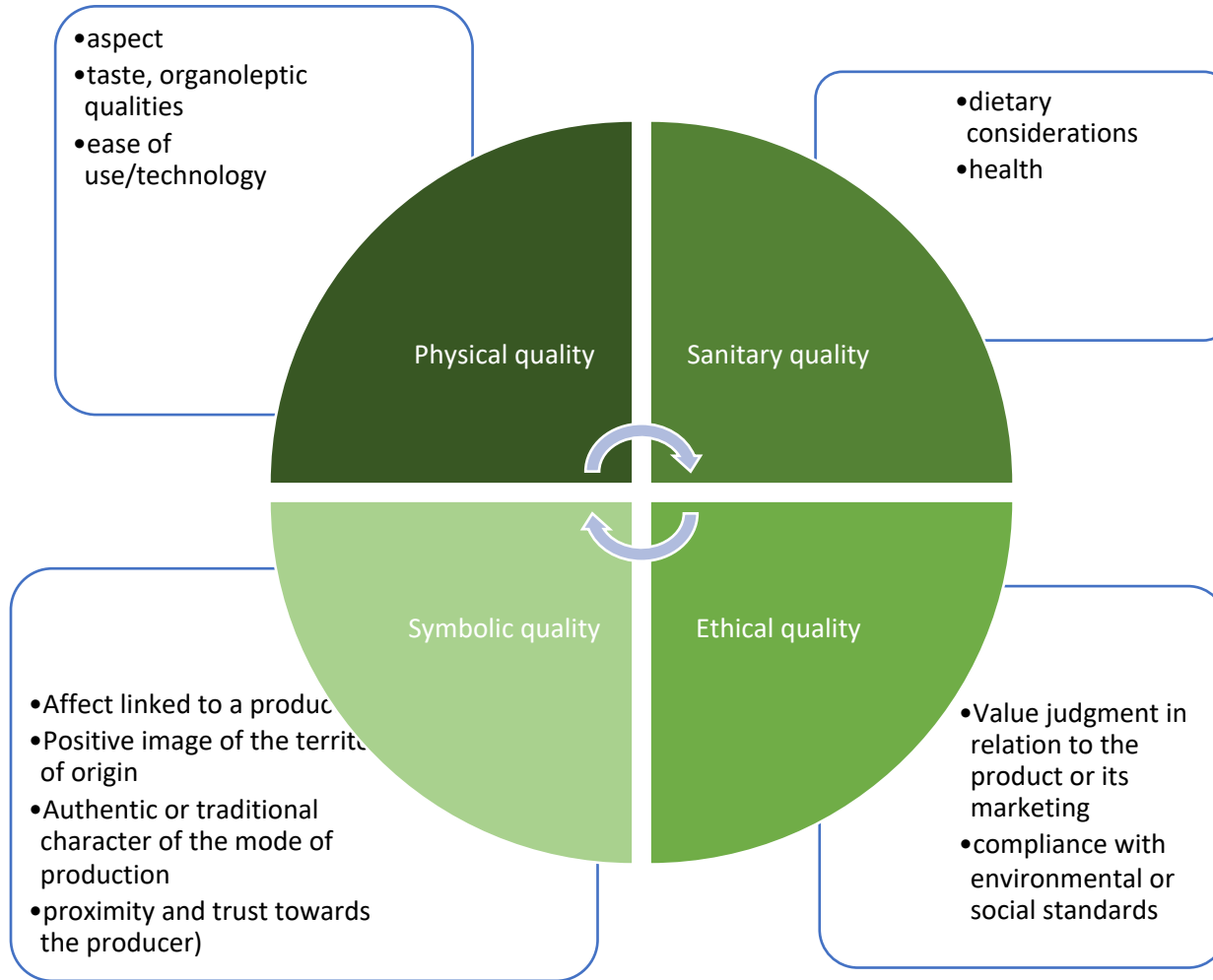


Implications for action

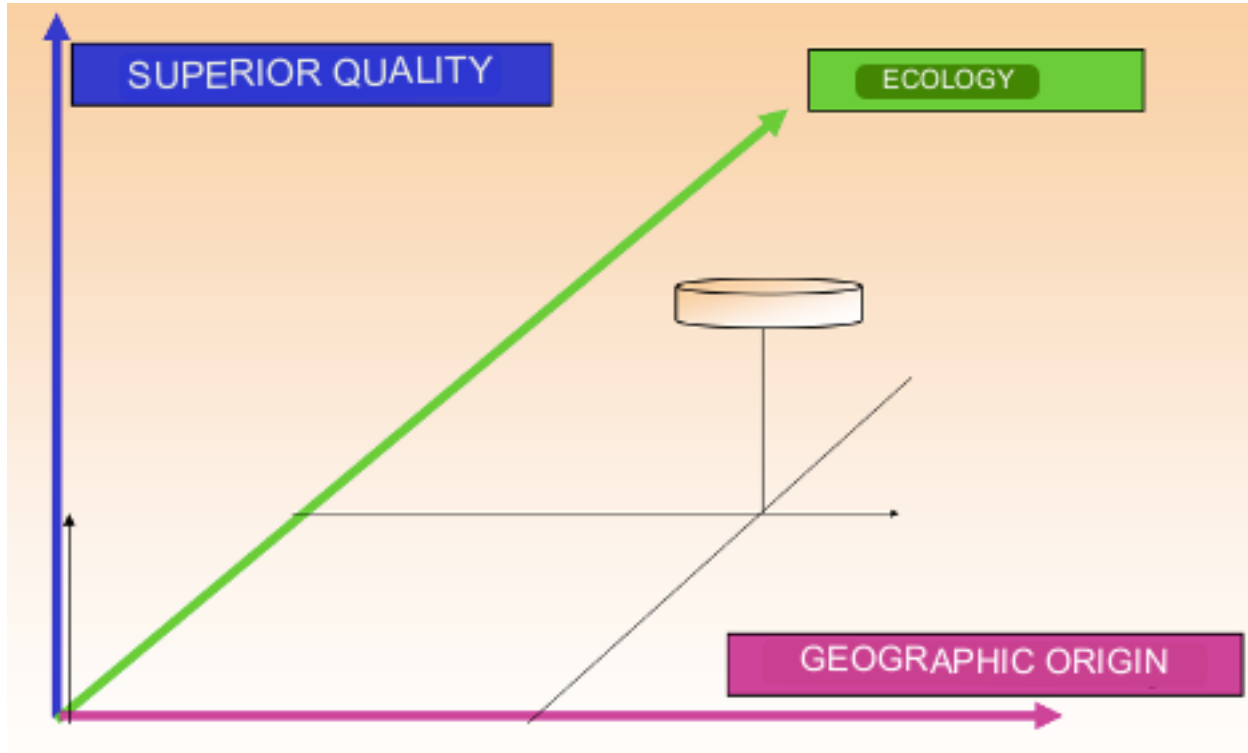
- Understand the expectations and needs of consumers for access to quality food in all **their diversity**
ex. practices for access to quality food, access to the most precarious populations?
- Reasoning for the choices of agricultural and food model(s) and the conditions of their coexistence
ex. what support for farmers in their production and development practices? What diets should we prioritize? What effects on the territories?
- Take into account the diversity of logics and strategies of economic actors in the territories?
ex. in territorial policies, to reason political choices for the integration of alternative and/or conventional actors, or to hybridize...
- Articulate the different fields of territorial public policies
ex. ensure the diversity of fields according to the issues, the articulation between territorial scales, ensure inter-territoriality, the integration of urban-rural links
- Equip yourself to think about spatial planning and development based on the food issue
ex. what territorial engineering? what financial engineering? what innovations in this area?
- Ensuring the conditions for participatory and inclusive territorial food governance
ex. what structures, what institutions, what mechanisms?

2. Quality food

- The more the sectors lengthen and become more complex, distancing consumers from the producers of goods,
... the more the qualification systems also diversify (labeling , brands, ...)
... and the more their control acquires a substantial weight to give users guarantees on available information (building trust)
- A wide variety of qualification signs
- How to classify them?



The 3 dimensions of the quality of an agricultural product



These 3 dimensions of specificity are **often combined** within the products to give them a more indisputable particular quality

Three major types of quality approach:

- **Superior** quality , which is not necessarily based on a terroir or a territory

- Red Label

- The **specific quality** ...

- **agricultural and/or food production method**

- presence or absence, (or even obligation or prohibition) of an essential element of the materials , the technology and the recipe in relation to current practices in the branch.

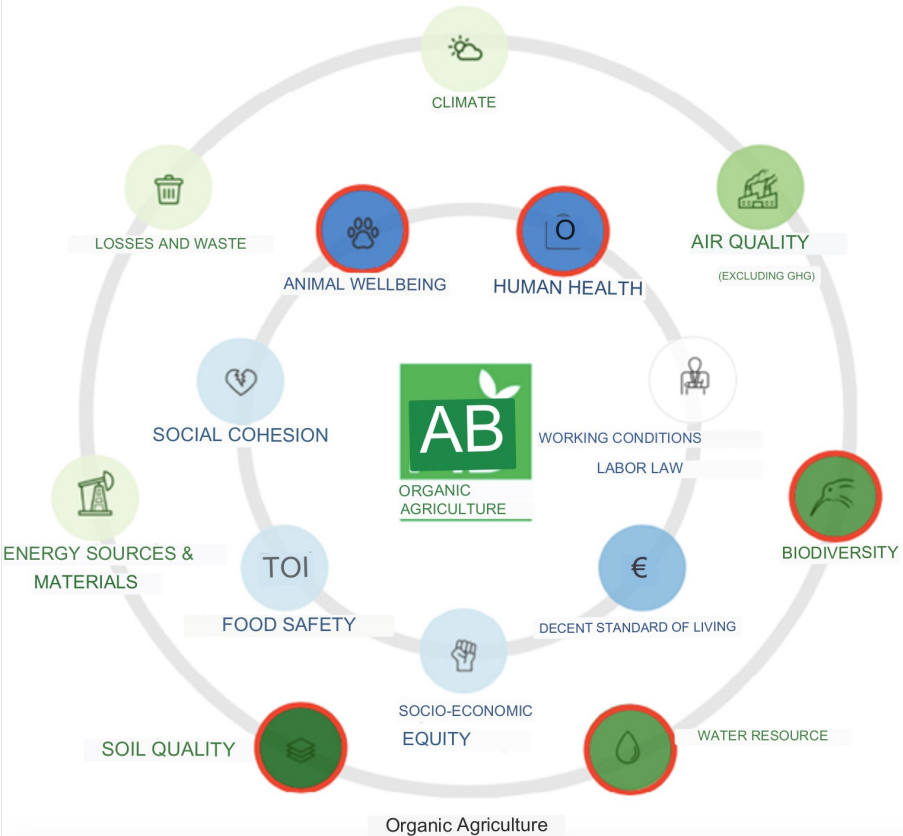
- => Organic farming products , **environmental certification including certain** specifications in their specifications : "raw milk", "without technical aids", " raised without confinement", "without GMOs"

- The **terroir** , by nature territorialized, with the AOC/AOP and the IGP

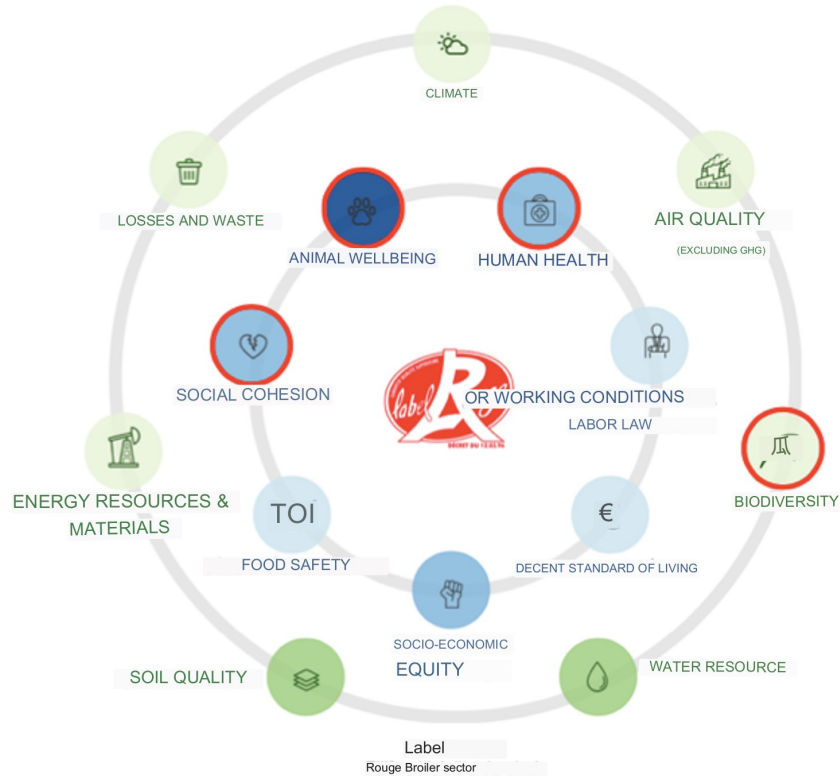
A local product is a product whose quality is expressed by the presence of know-how (the human factor) developed over time in a particular territory (the delimited area of PDO or PGI)

Very variable scale (e.g. very vast areas of PGI/PDO or on the contrary, micro-terroirs) =< not always synonymous with local

An example of criteria applicable to agri-food products: AB, HQE



An example of criteria applicable to agri-food products: Label rouge, PDO



3. Local food

- A semantic abundance
 - Short circuits, local circuits, short local circuits, alternative food networks, territorialized food systems , etc.
 - Part of a break with the conventional globalized agro-industrial model

Short circuits

Definition regulatory

- **Short circuits: the official definition**

A short circuit is considered to be a method of marketing agricultural products which is exercised either by **direct sale from the producer** to the consumer, or **by indirect sale, provided that there is only one intermediary** between the farmer and the consumer.

- there is no criterion of geographical distance between production and marketing. Conversely, there could be more than one intermediary for a product that would be considered local. Thus, a product sold in a short circuit is not necessarily local, and vice versa .

A typology of short circuits

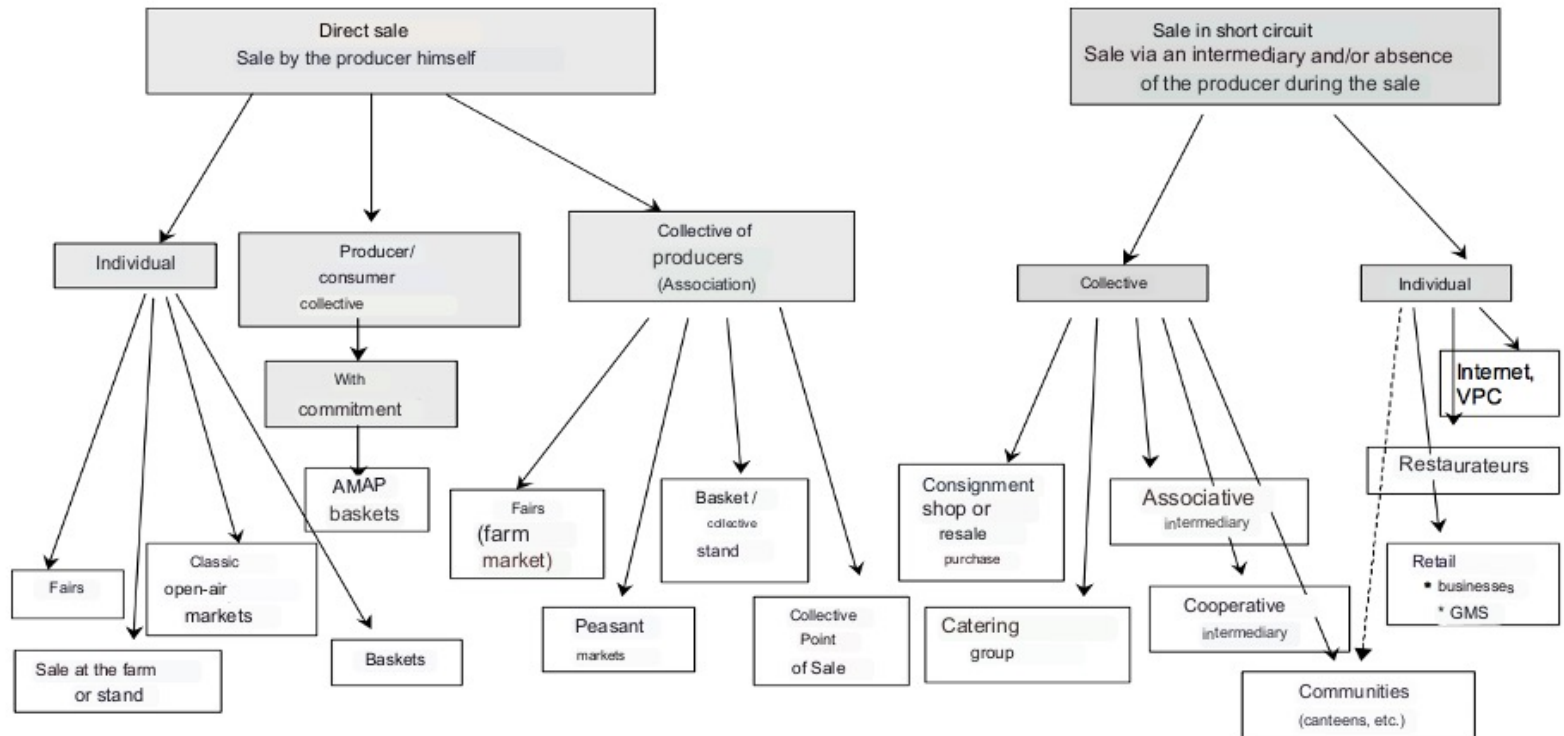


Figure 1. Diversity of short marketing channels (based on the work of the Equal-CROC project, <http://www.equal-croc.eu>)

Local products

- There is no definition shared local food products
- The notion of local food product is attached to the act of consumption: the stage(s) of production of the food product must take place at a geographical distance considered reasonable by the consumer.
- This distance is subjective (CGAAER Report No. 20074 2021). It depends :
 - the product consumed, depending on whether or not production is possible near the place of consumption;
 - possible _ stages of transformation and, therefore, of the place of production of the materials raw ;
 - possibly , the place of production of the inputs (e.g. animal feed);
 - the geographical scale : municipality/ ComCom , department , region ,....
- In France, article 4 of the decree of October 10, 2008, taken for the application of articles D. 654-3 to D. 654-5 of the rural code, and relating to the health rules applicable to slaughterhouses of poultry and lagomorphs defines local retail businesses as businesses located within a perimeter of **80 km** or less around the site.
- Ademe evokes a closer perimeter which constitutes short circuits of proximity: **30 km for simple agricultural products and 80 km for those which require a transformation .**
- the concept of "short local food chain " (CACP) corresponds to products marketed in short circuits between producers and consumers of the same region geographic . But the extent The geographical location of this region is not specified .

Benefits

- An implicit in relocation: forms that are more socially, environmentally and economically sustainable. Better control of food security at the territorial level.
 - Better redistribution of VA to farmers
 - Renewal of city-countryside links, enhancement of the farming profession, revitalization of territories through agricultural activity and food consumption.
 - Ability to better preserve natural resources.
- For producers, commitment to local food circuits is all the easier if they are part of a group of producers (see CASDAR 2010 work - references for short circuits)
- The sale of local products makes it possible to stabilize the income of the producers involved (improvement of the diversification of outlets ; securing of cash ; reduction of price volatility).

Difficulties

- Known difficulties for producers :

- Sometimes significant investments (e.g. processing tools) and danger of dependence on a single outlet,
 - time and availability for marketing (travel, customer development), work organization (sales are often handled by the spouse), customer demands, competition, marketing skills ("it's another trade"), labor cost and price formation
-
- There is no causality demonstrated between the local character of a product and its nutritional qualities ... even if an Italian study shows a positive correlation with the reduction of obesity (increased attention of the consumer to the whole of his diet , overrepresentation of fresh fruits and vegetables , attention to his lifestyle , etc.)
 - The environmental impact of food depends on production methods and supply chains + limit products requiring inputs with significant environmental impacts (e.g. imported soybean cakes), + for fruits and vegetables , do not produce under heated greenhouse)

Conclusion: the conditions for success

- A "ground" favorable to the emergence of a project (resources, actors, need for change, collective dynamics, etc.)
- Make the territory the base of the formulation of the tourist project (values, resources, recognized and shared by the different actors)
- Create innovative offers qualifying and distinguishing
- Ensure territorial coherence and the articulation of the different scales
- Put in place the conditions of governance and engineering favorable to the sustainable development of the territorial tourism project
- Engage actors in a learning and evolving collective , valuing each stakeholder