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TRAME PRESENTATION
Illustration of how TRAME supports collectives farmer-owned stores
And the CLAP project

19 October 2026

PRÉFET
DE LA RÉGION
HAUTS-DE-FRANCE
Liberté
Égalité
Fraternité

Direction régionale de l'alimentation,
de l'agriculture et de la forêt

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4 PILARS

AGROECOLOGICAL TRANSITIONS

FOOD SYSTEM TRANSITIONS

POSITIVE AGRICULTURAL EXTERNALITIES

HUMAN AND ORGANIZATIONAL TRANSITIONS



In the SFCs area

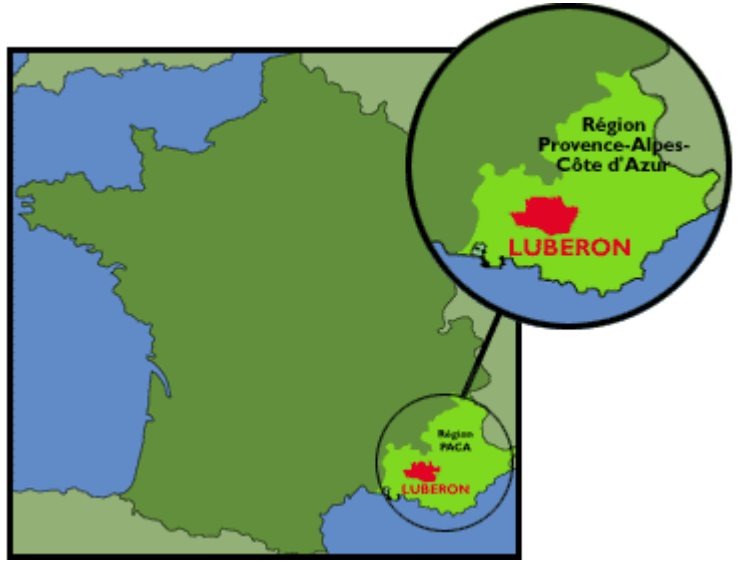
Objective: Strengthen and scale up farmer-led collective short supply chain marketing initiatives

Activity:
facilitation, advisory services, training, and knowledge exchange peer to peer learning

Thematics:
collective governance, organisational development, business sustainability, and peer-to-peer learning among farmers.

→ 4 regional networks of farmers shops and one national network, the French National Federation of Farmers' Shops (FEMAP)





La Bardane, a case of collective of farmers creating a producer owned store (2020)

- 60 producers
- €1.2M annual turnover
- 855 product lines
- Farmer-owned and collectively governed
- Established through strong local stakeholder engagement

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Operations & Logistics

No intermediaries
Producers involved in sales
80% local sourcing (< 30 km)
Producers manage their own stock
14-30% sales commission

Local, transparent and producer-led.

Governance Model

Collective ownership
Consent-based decisions
Shared resources
Three producer membership levels

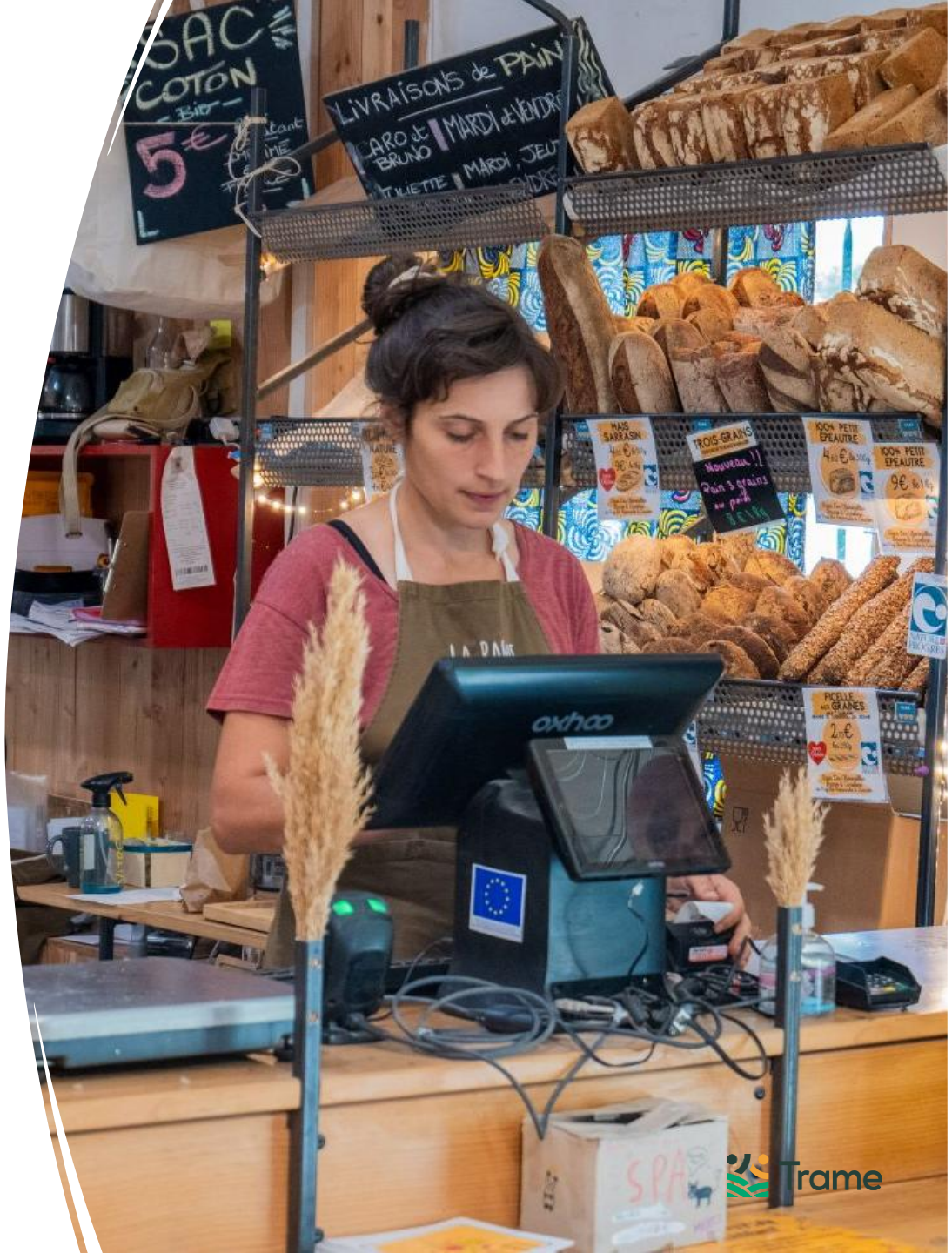
Farmer-owned, collaboratively managed.

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From Idea to Operational Farmers' Shop: a real advisory ecosystem

PNR Luberon → mobilising local actors
Au Maquis → facilitation & participation
PACA Network → peer learning networking
TRAME → collective strategy, governance, business & operations

➡️ **Result: a viable, farmer-owned and collectively managed shop**



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- **Farmers' shops create economic, social, environmental and democratic value for rural territories.**

Outcomes & Impacts

💰 Economic

- **60 farms** remain economically viable
- **86% of value** returned to producers
- **€1 spent = €2.60** generated for the local economy

🌱 Environmental

- Promotion of local products
- Support for sustainable farming practices

🤝 Social & Human

- Stronger farm autonomy
- Solidarity and cooperation among producers

🏛️ Governance

- Financial autonomy
- Stable and participatory governance



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Recommendations to support collective initiatives' governance

⇒ Bottom-up initiatives better than top down

⇒ Facilitation posture necessary

⇒ Make them think about their project first (values, missions, vision) before choosing the legal form

⇒ Importance of the alignement between the legal structure, internal rules, and actual practices



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Co-innovating and Marketing Locally Together (2025-2027)



Supporting farmers' shops to adapt and innovate

- 🛒 New services and customer-oriented innovation
- 📈 Improved economic and operational performance
- 🤝 **Renewed governance** and stronger partnerships

Helping farmers' shops remain competitive, resilient and collectively managed.

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Challenge	**Question**
P1:Workload	How can workload be managed beyond staffing shifts and store duties?
P2: Collective Governance and Operating Rules	How should operating rules be organized and agreed upon among members?
P3: Embedding the Store in Its Local Community	How can the store strengthen its local roots and increase its impact on the local food system?
P4: Premises and Financing	How can suitable premises and the necessary funding be secured to ensure the project's sustainability?
P5: Product Offering	How can a product range be developed that remains consistent with the project's objectives and values?

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Workload Beyond Duty Shifts

Sources of tensions

- **Growth of the activity**
- **Opening 5–6 days per week**
- **Administrative and logistical overload**
- **Producers less available**
- **Need for additional resources**

Three practical levers

1. **Hiring employees**
2. **Sharing functions and responsibilities among members**
3. **Opening up to non-producer members**

Pooling among members : 3 forms

Formalized

Work Bank:Duty shifts of members who are short of time are covered by other members

Informal

Coverage of duty shifts in case of personal difficulties; solidarity fund

Structured

Logistics shuttle between two sites

Making work easier for the collective, while requiring clear and formalised rules to define roles and responsibilities.

Opening Up to Non-Producers: Three Levels

Operational

Volunteers:

Deliveries, administrative follow-up, and bank deposits.

Statutory

Co-opted associate member, with voting rights at the General Assembly.

Governance

Citizens on the Board of Directors; producer-citizen pairs for duty shifts.

Opening up to non-producers helps ease operational pressures and brings in new ideas, but care must be taken to maintain producers' role in governance.

A Turnkey Workshop to Rethink Governance

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A flexible workshop delivered in several stages

Step 1: Identifying Current Challenges and Tensions Affecting the Collective

Step 2: Exploring Options and Trade-offs
Explore possible solutions, share experiences, and identify the tensions that the collective will need to accept in order to move forward.

Step 3: Chosing the right solution

Step 4: Action plan



Find all the productions on trame.org

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