

De: Fert <fert@fert.fr>
Envoyé: vendredi 19 juillet 2019 18:23
À: SCHLUR Amandine
Objet: [TEST] [TEST] NEWSLETTER TRANSFERT

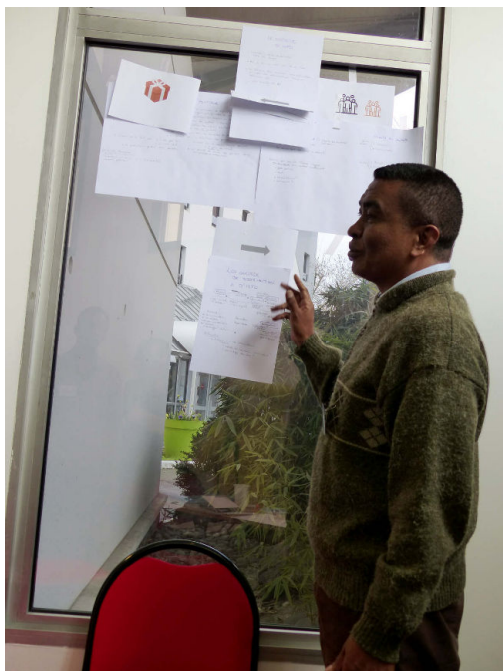
NEWS TRANSFERT #14 - APRIL 2019

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NEWS TRANSFERT

WHAT ECONOMIC MODELS FOR FARMERS' ORGANISATIONS?



Willy RAHERIMANJAKA
FIFATAM Director in Madagascar

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REFLECT ON THE VIABILITY OF AN ANIMAL HEALTH SERVICE

In Madagascar, in the Central Highlands, the **Fifatam Farmers' Organization** has developed an **animal health service** over the past ten years. Thanks to this service, this FO member of the national organization Fifata vaccinates and provides minor care to 35,000 chickens for its 5,700 members. Since the beginning, the activities have grown very quickly due to an original inexpensive **training and support of pilot farmers** offered by their peers to ensure the vaccination of poultry at a village or a commune.

Today, Fifatam is questioning the **sustainability of this chicken vaccination service**. On the occasion of a week of exchanges in France last March, the President and the Director reviewed the economic model of this service **using the CANVAS Business Model**. On this basis, they wish to go further with their board of administrators to ensure a better financial balance of the service. In the long term, a new **supply service for raw**

materials to feed the herds and the introduction of a rebate for the group sale of chickens could be introduced.

CREATION OF A PROCESSING UNIT OF COWPEA IN FLOUR: AN ECONOMICALLY SUSTAINABLE ACTIVITY FOR A FARMERS ORGANISATION?

Created in 2003, the **cowpea cooperative of Pissila**, in the Centre-North region of Burkina Faso, offers its 600 members **input supply, technical advice, storage and marketing services for cowpeas**. In 2016, the idea of transforming cowpea into flour began to take shape, and it is in 2019 that a cowpea to flour processing unit has been set up to supply the local market: a new activity that requires asking right questions!

To support the President of this cooperative in his reflections, Fert proposed to him to work with the CANVAS Business Model during a training course in France led by Ifocap last March. The CANVAS Business Model has enabled the Pissila cooperative **to understand and define strategic decision-making axes** in order to make its processing unit economically and financially viable. Commenting on this tool, the President of the Pissila Cooperative emphasizes that:

"it is a relevant tool that we can use and apply on our processing unit (...). We should have had it earlier because many activities could have been built on it.



Ousmane SAWADOGO, Elected OP Niébè Pissila & Nomdo OUEDRAOGO Jules, FLP Technician in Burkina Faso

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MEETING FRENCH COOPERATIVES



Visit of the Scara cooperative in France

THE BOARD MEMBERS, THE KEY TO AN AGILE FARMER ORGANISATION

COCEBI, Scara and Novagrain: Three French cereal cooperatives, three different economic models.

Here were the conclusions of the two days of visits to three French agricultural cereals cooperatives, organized as part of a week of exchange on issues of viability of organizations. The twelve participants, including a delegation from Burkina Faso and Madagascar, met with Presidents and managers of the cooperatives in question to discover the history, functioning and future projects of these economic and territorial actors. Through the discussions, the audience measured the commitment and vision of board members and the importance of the President-Director tandem. Many factors that allow these cooperatives to constantly adapt to changing needs (of members and customers), legislation and context so that *our organizations continue to offer good quality services to our members.*

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PORTRAIT OF THE MONTH

CANVAS: A TOOL TO BETTER SUPPORT FARMERS ORGANISATION

Pascale Ract is pedagogical manager at Ifocap, a training institute for actors in the agricultural and rural world. During a workshop on 13 and 14 March 2019, she accompanied

When in the life of a FO should we think about its business model?

- At the beginning of an activity or while creating a FO: the tool allows you to embody the vision. It becomes a support for discussion and co-construction and asks the question: *Do*

Fifatam and SCOOP of Pissila, two partners organisations of Fert to reflect on their economic and financial viability through the CANVAS Business Model.



"Economic viability is a permanent reflection, in all moments of a farmer organisation's life."

Pascale Ract

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Why does a FO have to think about its business model?

Like any economic actor, FOs offer products and services that have value for their members and that require the mobilization of resources. The economic model questions this balance between a value proposition and the resources mobilized. However, this balance is not fixed in time, and FOs must therefore regularly re-interview their model.

CANVAS can be used for all types of organizations, it is what we want to do with it.

we have the means and resources to achieve our ambitions?

- Once the activity or FO is in place, the tool can be entered spontaneously to regularly ask questions. Indeed, the context is changing, so the economic model should constantly be adapted and reinvented, it is not fixed.

- At some point, the organization finds itself at a turning point. It must "stop" and think in the medium/long term. Here too, the tool can serve as a support for this reflection.

How to "accompany" a FO in this type of reflection?

Firstly, the facilitator should take ownership of the tool and its 9 blocks to feel comfortable, in particular by adapting the semantics. It is a tool for strategic reflection in the long term, which asks questions but does not provide answers.

The reflection can be animated internally but it is also interesting to have an external perspective that can highlight what we no longer see from the inside.

During the two days of training, what surprised you?

The representatives of the FOs present at the workshop seemed to me rather comfortable in the process. Accompanied with method, they took advantage of the tool without difficulty or resistance to question their economic strategy. For the accompanying advisors, the appropriation of the method may require more effort. It seems to me that here, we are starting a cultural change that requires deconstructing certain representations: questioning viability from the beginning of the project is not a critical and sanctioning approach, but an accompaniment to the sustainable emancipation of the FO.

SHARING

HOW TO MAKE A BUSINESS MODEL CANVAS?

Find the CANVAS tool through this video



[Click here](#)



THE FLOOR IS YOURS

"Training in the use of CANVAS allows us to have the same reading grid, to make it our own and then to free ourselves better from it!"

"CANVAS allows for comprehensive strategic and systemic thinking."

"It's encouraging to see FOs that have up to 100 years of history, and are still able to adapt."

MAKE YOUR CALENDARS



15 | April

Madagascar -
launch of the 2
studies "*scale*
change" and
"*economy of*
advice service"

Students of the IRC
Montpellier
SupAgro

21 | April to

3 | May

Madagascar -
Rova & Fifata -
expert mission of
Stéphane
Sagorin (BTPL)

Stéphane Sagorin

6-9 | May

Tanzania -
Monitoring
mission

Steven Lenfant

12-18 | May

Kenya -
Monitoring
mission

Augustin Douillet

13 | May

Skype meeting of
'Advisory
service' thematic
group

29 | May

France - Paris
Ifocap -
Restitution
workshop
following the

4-5 | June

Madagascar -
Antananarivo -
Workshop on
Pilot Farmers

**study on the
*Economics of
Training***

Organized by Fifata

Carried out at
Fekama in
Madagascar

NEXT NEWSLETTER / Special Edition

TransFert meetings in Kenya from 16 to 21 June 2019



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