



Carrefours de l'innovation  
agronomique

# **CIAG « Les innovations organisationnelles pour la transition agroécologique et des systèmes agri-alimentaires durables »**

**Atelier** : Les innovations dans la gestion des ressources

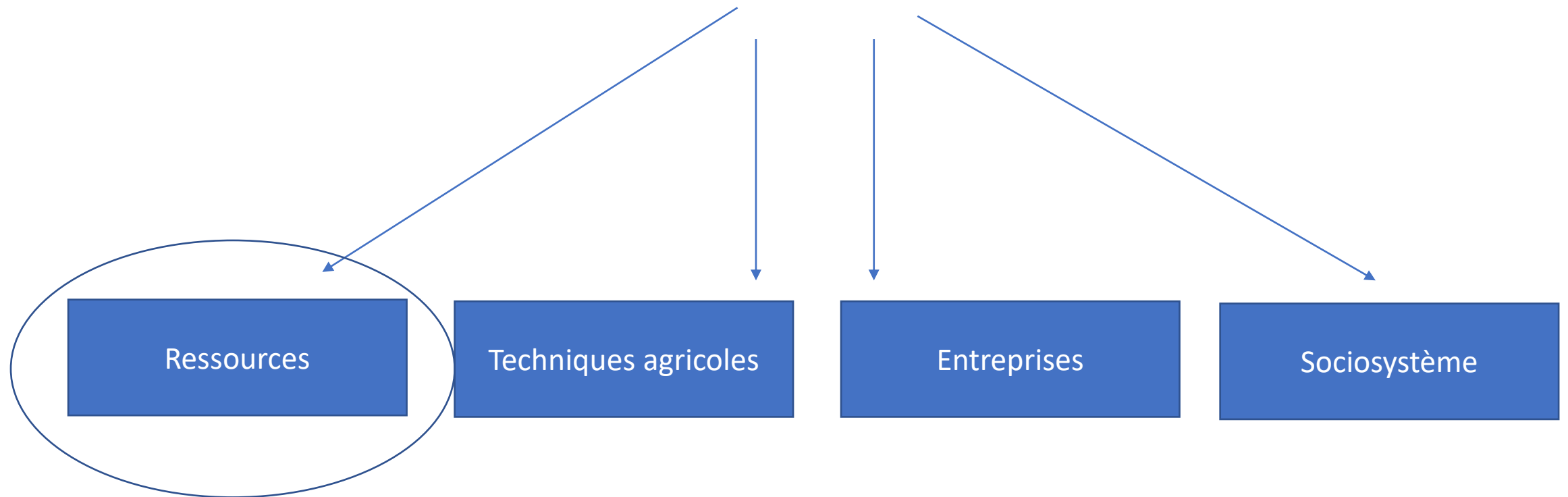
Témoignage : Sébastien Coquard (Président, SCIC Agamy Vignobles)

Animation : Damien Rousselière (Professeur, Institut Agro Rennes Angers)

Avec l'appui de Elodie Bertrou (Doctorante, Institut Agro Rennes Angers)

# Objectifs des ateliers de l'après midi

Observer et analyser des innovations organisationnelles à partir de différentes entrées



# Objectifs des ateliers de l'après midi

- Trois objectifs
  - (1) identifier le réseau d'acteurs mobilisés dans un processus d'innovation organisationnelle,
  - (2) analyser quelques verrous et leviers pour réussir des innovations organisationnelles transformantes
  - (3) proposer un schéma avec les étapes d'une trajectoire d'innovation organisationnelle favorable à la transformation des pratiques.

# Innovations organisationnelles & ressources

- Préserver à long terme une ressource naturelle, renouvelable, foncière, etc.
- Problématique ancienne : de la « tragédie des communs » à la « gouvernance des communs »...
- Des jeux sérieux comme Fisbanks (MIT)

ARTICLE  
**The Tragedy of the Commons**  
 Garrett Hardin

At the end of a thoughtful article on the future of nuclear war, Wiesner and York (1) concluded that "Both sides in the arms race are... confronted by the dilemma of steadily decreasing military power and steadily decreasing national security. This dilemma has no professional judgment that this dilemma has no technical solution. If the great powers continue to look for solutions in the area of science and technology only, the result will be to worsen the situation.

I would like to focus your attention not on the subject of the article (nuclear security in a nuclear world) but on the kind of conclusion they reached, namely that there is no technical solution to the problem. As I discuss elsewhere, this is a common conclusion published in professional and popular scientific journals is that the solution to a technical problem may be developed as one that requires a change only in the techniques of the natural sciences, defined as one that requires no change in the underlying (intel) or nothing in the way of change in human values or ideas of morality. In our day (though not in earlier times), technical solutions are always welcome. The case of previous failures in prophesy, if taken courage to see possible. Wiesner and York exhibited this courage publishing in a science journal, they insisted that the solution to the problem was not to be found in the natural sciences. They cautiously qualified their statement with the phrase, "It is not our considered professional judgment... Whether they were right or not is not the concern of the present article. Rather, the concern here is with the important concept of a class of human problems which can be called "no technical solution" problems.

perfectly. For another way, there is no way only by giving a radical answer to the word "win." I can hit my opponent over the head, or I can long him; or I can identify the records. Every way in which I "win" involves, in some sense, an acknowledgment of the game, as we intuitively understand it. (I can also, of course, open up the door to the game—refuse to play it. This is what most adults do.)

The class of "No technical solution" problems has members. My thesis is that the "population problem," as conventionally conceived, is a member of this class. How it is conventionally conceived needs some comment. It is far too often that people who argue over the population problem are trying to find a way to avoid the evils of overpopulation without recognizing any of the privileges that now develop new strains of where will not enjoy. They think that farming the sea or developing new strains of where will not enjoy. I try to show here that the solution problem should be found. The population war, any show here that the solution problem cannot be solved in a technical way, any more than can the problem of winning the game of tick-tack-toe.

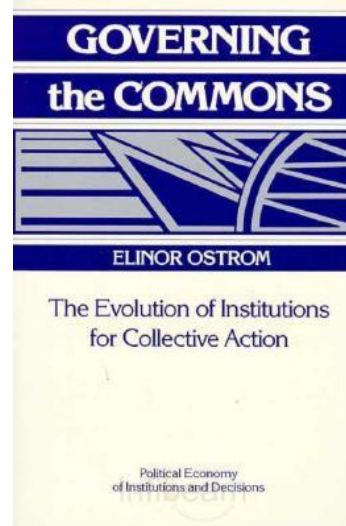
**What Shall We Maximize?**

Population, as Haldane said, naturally tends to grow "geometrically," or, as we would not say, exponentially. In a finite world that means that the per capita share of the world's goods must steadily decrease. In a finite world!

A few defenses can be put forward for the view that the world is infinite, or that we do not know that it is not. But, in terms of the

for the greatest number" be defined? No—for two reasons, each sufficient by itself. The first is a theoretical one. It is not mathematically possible to maximize for two (or more) variables at the same time. This was clearly stated by von Neumann and Morgenstern (2), but the principle is implicit in the theory of partial differential equations, dating back at least to D'Alembert (1717-1783).

The second reason springs directly from biological facts. To live, any organism must have a source of energy (for example, food). This energy is utilized for two purposes: more maintenance and work. For each maintenance day ("maintenance calories"), anything that he does over and above merely staying alive will be defined as work, and is supported by "work calories" which he takes in. Work calories are used not only for what we call "working" but also for what we call "recreating." The form of recreation, from swimming and automobile racing to playing music and writing poetry, is obvious what we utilize population. It is obvious what we must do. We must make the work calories per person approach as close to zero as possible. No football, no lacrosse, no tennis, no sports, no music, no literature, no art, ... I think that everyone will grant, without argument or proof, that maximizing our population does not maximize goods. In reaching this conclusion I have made the usual assumption that it is the acquisition of energy that is the problem. The importance of energy has led some to question this assumption. However, given an infinite source of energy, population growth still produces an inexorable decrease in the per capita share of its products, as illustrated by the problem of its distribution. (3) If I have 100 units of energy, and I have 100 people, I have 1 unit per person. If I have 1000 people, I have 0.1 units per person. The optimum population is, then, less than the maximum. The difficulty of defining



**FISHBANKS SIMULATION**

MIT Sloan MANAGEMENT

Welcome to the Fishbanks Simulation

**Student**

- o Play as individual
- o Play as part of a class

**Administrators**

- o Set up a new class
- o Register as an administrator
- o Administer an existing class

# Innovations organisationnelles & ressources

- Problème classique de confusion stock & flux
  - Tendence générale à épuisement des ressources (« jour du dépassement... »)
  - Des solutions anciennes : les organisations collectives
  - Ostrom souligne des conditions de réussite :
1. Clearly defined boundaries (effective exclusion of external unentitled parties);
  2. Rules adapted to local conditions;
  3. Most appropriators can participate in the decision-making process;
  4. Effective and independent monitoring available;
  5. Graduated sanctions available to punish appropriators who violate community rules;
  6. Conflict resolution mechanisms easily accessible;
  7. The self-determination of the community recognized by higher-level authorities;
  8. For large scale common-pool resources: organization in the form of multiple layers of nested enterprises.

# Innovations organisationnelles & ressources

- Des formes anciennes se transformant (coopératives, groupements)
- Des nouvelles apparaissant (organisations multipartenariales, réseaux...)
- Dedans & en dehors du domaine agricole & alimentaire
- Interrogation par les enjeux de la transition écologique, sociale et économique (durabilité des pratiques, déprise agricole, changement climatique...)

# Innovations organisationnelles & ressources

Organisations qui se transforment : Coopératives forestières, Coopératives maritimes...

- Nouveaux enjeux organisationnels
  - Nouvelles pratiques de gestion durable sont coûteuses et nécessitent des moyens techniques, financiers et humains
  - Dilemme concentration (économie d'échelle) et action locale (capital social & confiance)
  - Questions de la mobilisation & motivation des membres
  - Appui & décentralisation des politiques publiques



# Innovations organisationnelles & ressources

- Nouvelles formes qui émergent : SCIC (Coopératives d'intérêt collectif)...
- Dédiées à cette question ou la traitement de manière indirecte
- Des champs très différents d'application (assez éloigné de l'origine du statut)
- Différentes modalités organisationnelles : Parties prenantes, gouvernance, approche filière ou territoriale...
- Différents réseaux : initiatives seules ou en lien avec d'autres organisations (coop. agri, CUMA, fédérations...)





# Organisation de l'atelier

- Présentation expérience SCIC Agamy Vignobles développée par la Coopérative viticole Agamy (Sébastien Coquart, Président)
- Séquence questions/réponses précisions/réactions
- Séquence World Café pour aboutir à quelques idées forces de l'atelier

# Séquence World Café autour de trois questions

- Table 1 – Quelles sont les conditions favorables (internes/externes) à l'émergence de ces initiatives ?
- Table 2 - Quelles conditions de développement et de consolidation de ces initiatives (modalités organisationnelles, place des parties prenantes...) ?
- Table 3 – Quelles modalités de diffusion à grande échelle ? (appui politiques publiques, lien fédération...)

# Le World Café

- Deux facilitateurs : Damien & Elodie
- Voyageurs : vous!
- 1 hôte (voyageur immobile!) par table
- Passage de table en table
- Des post-its, des schémas...
- 1 bâton de parole

# WORLD CAFÉ

Cycle I  
Round 1

Table 1. Emergence



Group 1

Table 2. Diffusion



Group 2

Table 3. Consolidation



Group 3

**Après 25 minutes...**

# WORLD CAFÉ

Table 1. Emergence



Group 3

Table 2. Diffusion

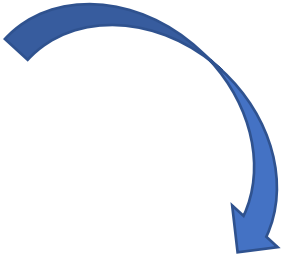
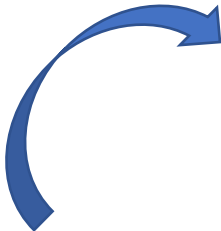


Group 1

Table 3. Consolidation



Group 2



**Après 20 minutes...**

# WORLD CAFÉ

Table 1. Emergence



Group 2

Table 2. Diffusion



Group 3

Table 3. Consolidation



Group 1



**Encore 15 minutes...**

**Mise en commun**