The role of organisational and relational dynamism in the innovation performance of alternative food networks – a new framework for analysis

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How does innovation spread in the agri-food system?

- Multilevel perspective of transition
- Innovation and networks
- Elements of a model
- Two cases
- By way of conclusion
Multilevel perspective on transition/innovation – Geels 2002

1. landscape – macro context;

2. regime - rules, institutions, processes, incumbent policy system – *meso*;

3. niches - coordinated networks, however limited in size - *micro*

4. novelties - are new ways, experimentation, new framing, uncertain, risky;
NEW RURAL PARADIGM
(OECD 2006)

- Sustainability, innovation
- Rural development
- Localisation, Participation
- Diversity, Empowerment
- new knowledge content & structure

AGRICULTURAL KNOWLEDGE AND INNOVATION SYSTEM (AKIS)

- Ministries
- Universities
- Research institutes
- Agr. Extension
- Policies

EMERGING LANDSCAPE - macro

INCUMBENT REGIME - meso

TENSION
Alternative knowledge systems - network based

Innovation - structuration of socio-technical systems (Geels 2004)

New content in new structure
- Local knowledge (Bottom-up)
- New competences (practice, skills)
- New ways of knowledge transfer

LINSA - Learning and Innovation Networks for Sustainable Agriculture

NICHE – micro level
METHODS

- FP7 support
- 3 years, 8 countries Participatory Action Research
- Case study approach
- 17 LINSA (2 in Hungary)
- Basis for EIP

QUESTIONS

- How AKIS works? What is the context?
- How LINSAs develop, function, innovate?
- How LINSAs can be supported?
- What factors influence the spread of LINSA innovation affecting the regime (AKIS) and the landscape?
ORGANISATIONAL FUNCTIONING - INTERNAL

Individual capacities of actors → Effective network governance → Organisation dynamism

Emerging phase / performing phase 1-2 (dynamic) → Innovation capacity

NICHE REGIME INTERACTION – EXTERNAL CONTEXT
Effective network governance

- Shared governance
- Lead organisation
- Network administrative organisation

Provan 2008
ORGANISATIONAL FUNCTIONING - INTERNAL

- Individual capacities of actors
- Effective network governance
- Level of inclusion

Organisational dynamism

Emerging phase / performing phase (dynamic)

Relational dynamism

NICHE REGIME INTERACTION - EXTERNAL

Innovation capacity
Ladder of inclusion

Level of:

6. Post structure
5. Structure
4. Process
3. Impact
2. Consumption
1. Intention

Heeks 2013
ORGANISATIONAL FUNCTIONING - INTERNAL

- Individual capacities of actors
- Effective network governance
- Level of inclusion

Organisational dynamism

Emerging phase / performing phase (dynamic)

NICHE REGIME INTERACTION - EXTERNAL

- Relational dynamism
- Innovation mode
- Action mode

Innovation capacity
Mode of ACTION + mode of INNOVATION

- The *landscape* of agricultural innovation through *social learning*
- The *incumbent regime* through effective reformism/policy learning
- **Radical** rewriting rules from outside
- **Incremental** by small steps from inside
ORGANISATIONAL FUNCTIONING - INTERNAL

Individual capacities of actors
Effective network governance
Level of inclusion

Organisational dynamism

Emerging phase / performing phase (dynamic)

NICHE REGIME INTERACTION - EXTERNAL

Relational dynamism

Innovation mode
Action mode
Interaction mode
Interaction mode
(Ingram et al 2015)

Mode of interaction between niche and regime can enhance or impede the spread of bottom-up innovation.

1. Compatible
2. Complementary
3. Emergent
4. Divergent
5. Oppositional
Participatory action research

- 2 LINSA – NGO
- 3 (6) years
- Interviews
- Workshops
- Support
  - organisational development
  - strategy building
  - facilitation
  - projects
  - contacts, information
9 LEADER LAGs

Learning community networking, social learning,

Trust community personal, practical support

Policy change comm. intentions for regime change – first as a LINSA, then individually

Project community innovative projects (GIS, video, social engineering, short chains, etc.)

Management problems
Gödöllő Local Food Council

researchers, entrepreneurs, NGOs, 'normal people'

Obj: improve local food system

- Action community
  organising events, campagnes,
- Knowledge creation
  database on local producers
- Political action
  Development of Sustainable food strategy, invitation from City
- Management
  improving, role of SOLINSA
<table>
<thead>
<tr>
<th>Organisational dynamism</th>
<th>G7</th>
<th>NATURAMA</th>
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<tbody>
<tr>
<td></td>
<td>emergent phase</td>
<td>performing phase 1.</td>
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<tr>
<td>individual capacity</td>
<td>high, very diverse (+)</td>
<td>no change</td>
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<tr>
<td>network governance</td>
<td>shared governance (-)</td>
<td>lead organisation (+)</td>
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<tr>
<td>level of inclusion</td>
<td>consumption (2)*</td>
<td>process (4) (+)</td>
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<td>innovation mode</td>
<td>radical (+)</td>
<td>incremental (+)</td>
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<tr>
<td>action mode</td>
<td>social learning (+)</td>
<td>policy learning (+)</td>
</tr>
<tr>
<td>interaction mode</td>
<td>divergent</td>
<td>complementary (+)</td>
</tr>
</tbody>
</table>
Reflexive adaptation and innovation capacity – conclusions

- Organisational dynamism – network effectiveness
- Relational dynamism – effects of the context
- Reflexivity and adaptation are crucial
- Harmonising the organisation + objectives with external challenges
- Governance model
- Project management
- Balance between incremental and radical innovation
- Balance between social and policy learning – action
- Finding the appropriate interaction/communication with the incumbent regime
LINS A objectives & interaction mode

- Can (and is likely) to change fundamentally - dynamic system
- 'Social learning' and 'policy action' can (and is likely) to evolve differently
- Radical → incremental
  - Emergent → complementary
  - Oppositional → complementary
- Regime self defence
- Innovation – more difficult
Thanks for your attention

A "REGIME CHANGE" does not need
This school does not need
A "REGIME CHANGE"
This school does not need
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A "REGIME CHANGE"