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;

Landscape

Regimes

niches

novelties
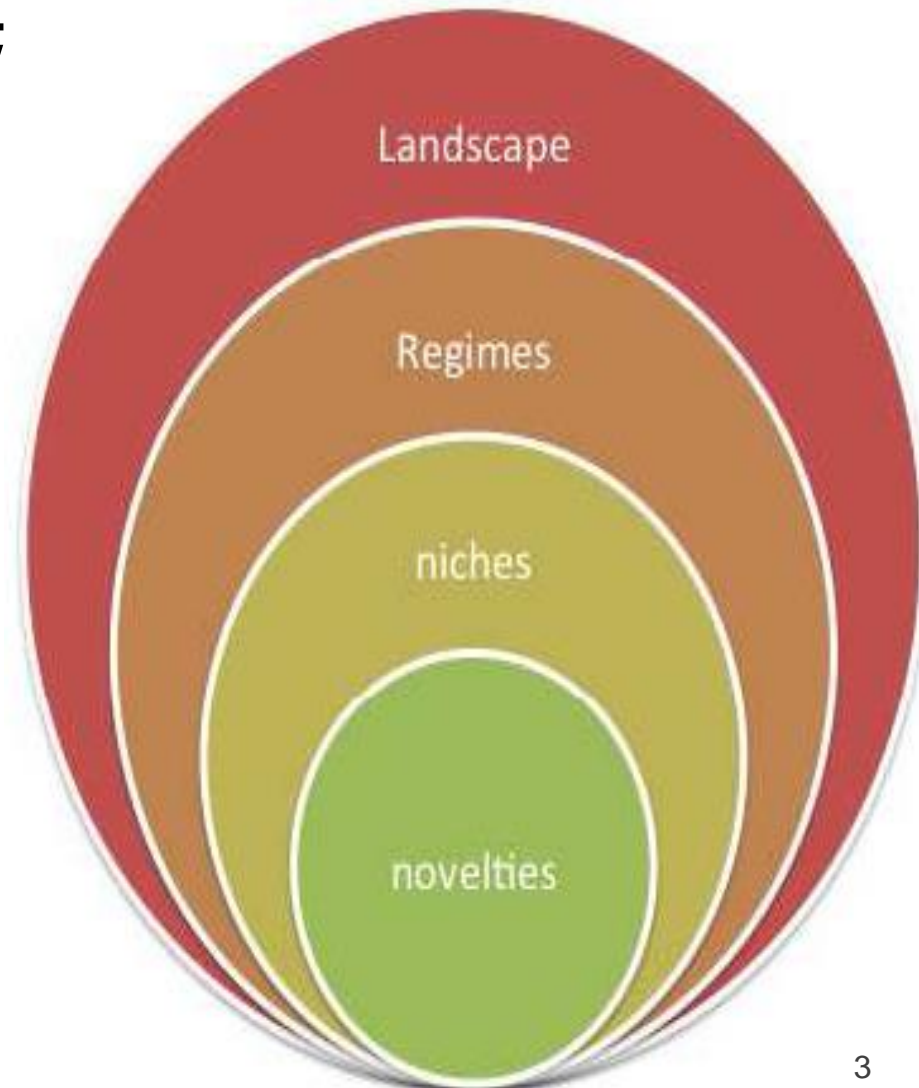
NEW RURAL PARADIGM
(OECD 2006)

AGRICULTURAL KNOWLEDGE AND INNOVATION SYSTEM
(AKIS)

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

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

EMERGING LANDSCAPE - macro

TENSION

INCUMBENT REGIME meso

4

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 Reseach**

- **Case study approach**

- **17 LINSA (2 in Hungary)**
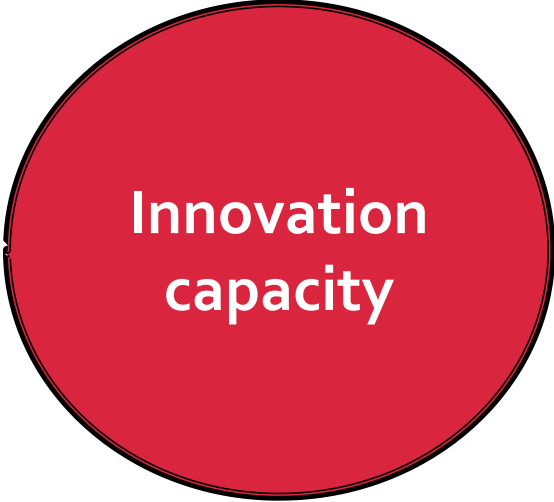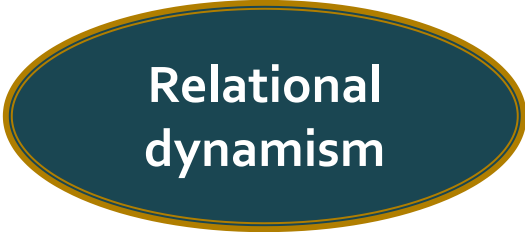
- **Basis for EIP**

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?**

Effective network governance

- **Shared governance**

- **Lead organisation**

- **Network administrative organisation**

Provan 2008

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)

Innovation capacity

Relational dynamism

Innovation mode

Action mode

NICHE REGIME INTERACTION - EXTERNAL

- 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

12

ORGANISATIONAL FUNCTIONING - INTERNAL

Individual capacities of actors

Effective network governance

Level of inclusion

Organisational dynamism

Emerging phase / performing phase (dynamic)

Innovation capacity

Relational dynamism

Interaction mode

Innovation mode

Action mode

NICHE REGIME INTERACTION - EXTERNAL

Interaction mode
(Ingram at al 2015)

Mode of interaction between niche and regime can enhance or imped 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 pelple'

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

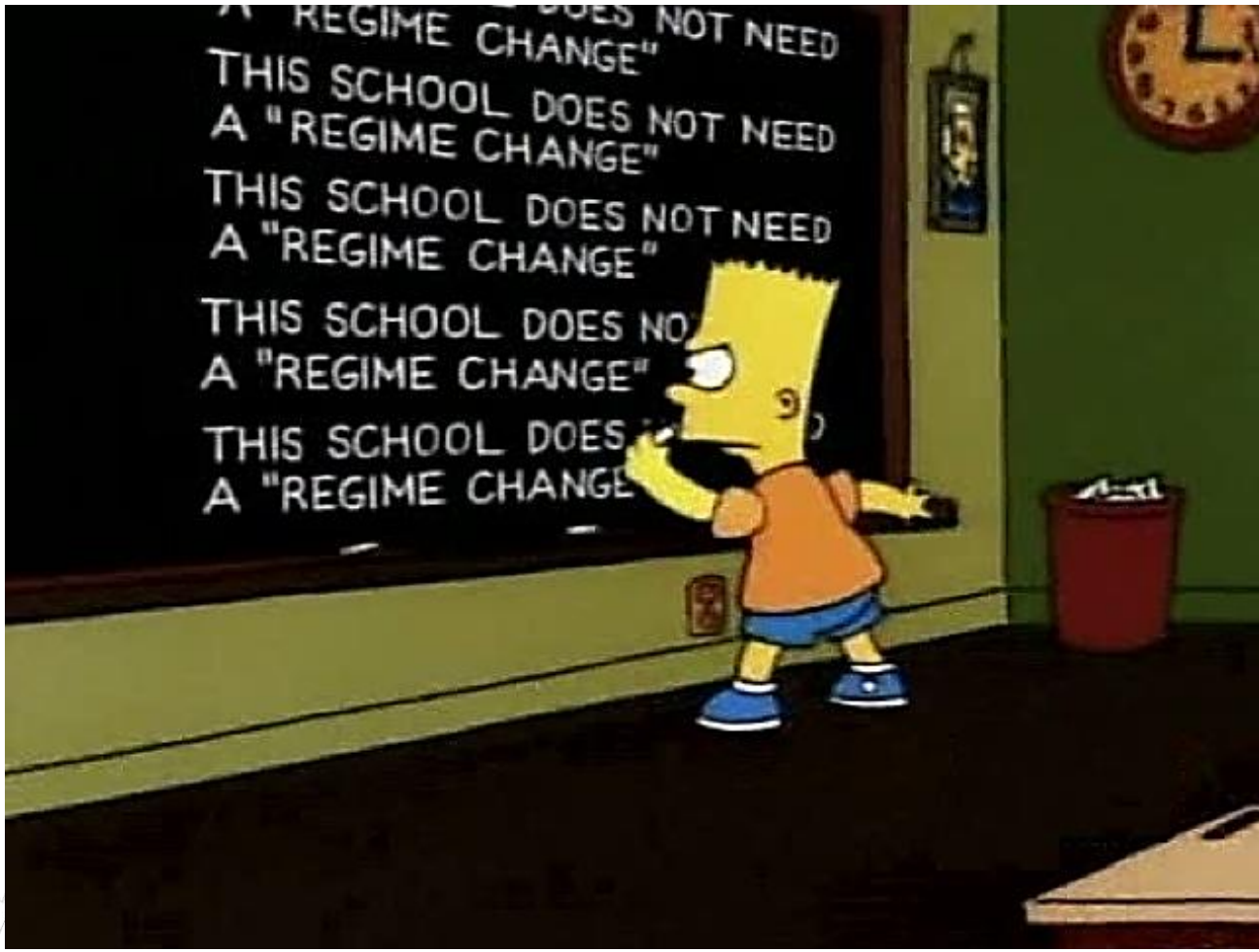|		G7			NATURAMA		
		emergent phase	performing phase 1.	performing phase 2.	emergent phase	performing phase 1.	performing phase 2.
Organisational dynamism	individual capacity	high, very diverse (+)	no change	no change	task specific, homogenous	steep learning curve (+)	high, diverse
	network governance	shared governance (-)	lead organisation (+)	lead organisation	shared governance	no change (-)	NAO (+)
	level of inclusion	consumption (2)*	process (4) (+)	process (4)	impact (3) (+)	process (4) (+)	structure (5) (+)
Relational dynamism	innovation mode	radical (+)	incremental (+)	incremental (-)	incremental (+) radical	incremental	incremental
	action mode	social learning (+)	policy learning (+)	policy learning (-)	social learning (+) & policy learning	social learning & policy learning (+)	social learning (+)
	interaction mode	divergent	complementary (+)	divergent (-)	emergent (+) & divergent	emergent & complementary (+)	complementary (+)

Reflexive adaptation and innovation capacity – conclusions

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

LINSA 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 deffence
- Innovation – more difficult

Thanks for your attention