

FOOD SYSTEMS TRANSFORMATION TOOLKIT

* **beacons
of hope**
TRANSFORMING
FOOD SYSTEMS



This Toolkit includes a Food Systems Transformation Framework and Discussion Guide. It can be used to analyze and explore the transformation process, learn about the experiences of diverse Beacons of Hope, and facilitate discussion and action that accelerates food systems transformation.



TRANSFORMATIONS >

THE FRAMEWORK >

DISCUSSION GUIDE >



About Beacons of Hope

Around the world, an extensive network of people and initiatives are currently engaged in transformative change, seeking to build sustainable food systems. Each holds the promise of hope, is a bright light providing guidance through turbulent waters, and is a source of inspiration. To learn across this diversity of approaches, we reached out to our expert network to ask them for their “Beacons of Hope.”

These Beacons of Hope contribute inspiring, creative, and necessary solutions to urgent global issues such as climate change, migration, urbanization, and the need for healthier and more sustainable diets. While these issues pose a serious threat to the well-being of the planet and people, they also create opportunities for systemic change.

The Global Alliance for the Future of Food and Biovision Foundation for Ecological Development collaborated to create

“Beacons of Hope: Accelerating Transformations to Sustainable Food Systems” in order to understand the possibilities for food systems transformations globally, across different contexts and in different places. The initiative seeks to:

- ▶ Understand the current research and initiatives looking at transitions toward sustainable food systems around the globe;
- ▶ Select or develop a Food Systems Transformation Framework drawing from the existing literature and practice;
- ▶ Apply cases drawn from the initiatives review to the Food Systems Transformation Framework to deeply understand the context in which transitions are unfolding; and
- ▶ Document the positive impacts of transitions toward more sustainable food systems and develop recommendations for supporting and accelerating the transformation process.

Why These Beacons of Hope?

Through the case study selection process, we sought to identify Beacons of Hope that were geographically dispersed, worked across scales and issues, reflected work by different sectors, and addressed multiple dimensions of food systems. The Beacons of Hope selected illustrate a holistic approach and articulate change or transformation processes. Across our collective networks we know of many more such Beacons of Hope that are engaged in transforming food systems across the world.

To learn more about the Beacons of Hope, visit: www.foodsystemstransformations.org.

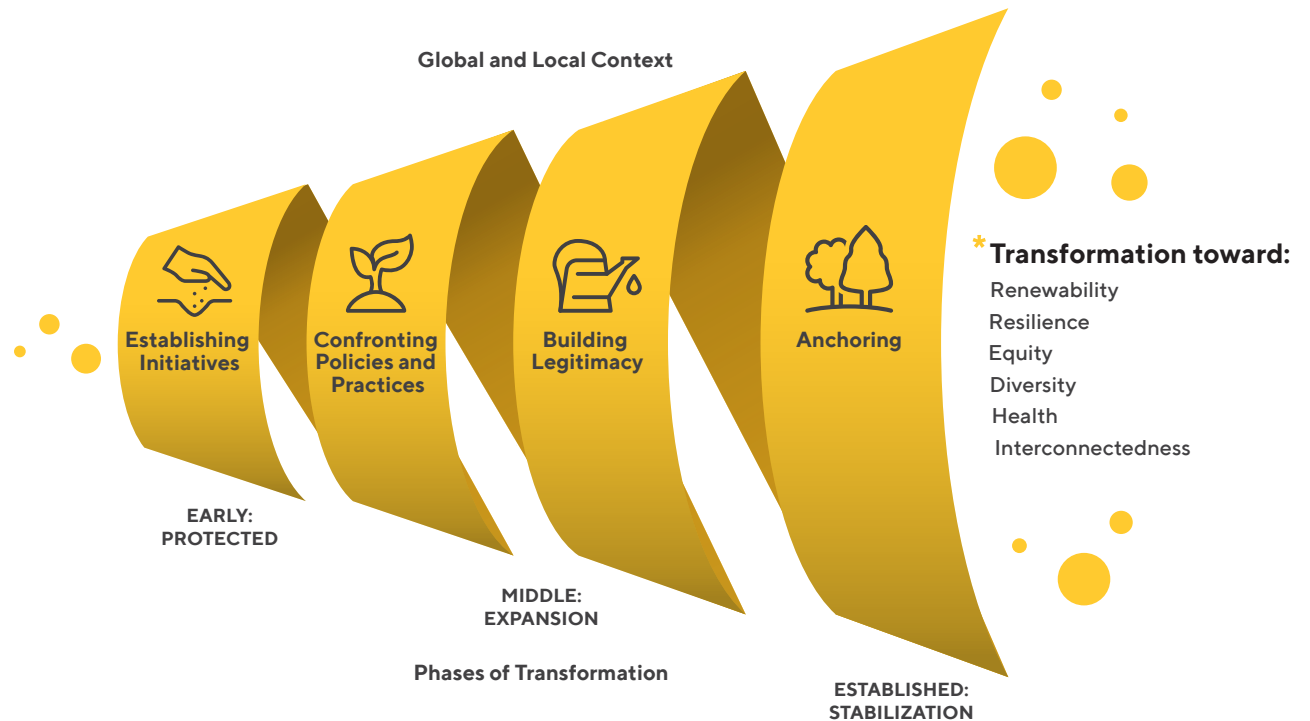


About the Food Systems Transformation Toolkit

Tools for Transformative Change

Drawing from existing literature and practice, we developed an interactive Food Systems Transformation Toolkit with the goal of amplifying the power and potential of food systems transformations and contributing to the global discussion about sustainability transitions more broadly.

The Toolkit builds on the key interventions, lessons learned, and patterns identified across the 21 Beacons of Hope. To inform the development of the Toolkit, we interviewed the Beacons of Hope, reviewed the transitions literature, and held a workshop with key advisors. The Food Systems Transformation Framework draws on the transitions literature and proposes a process for promoting sustainable food systems transformations. The Discussion Guide provides key questions to facilitate conversation, reflection, and action. Both the Framework and Discussion Guide are meant to be refined over time.



TRANSFORMATIONS





The Change Imperative

Food has been a life force for our families, cultures, and societies for millennia. But profound changes in the way food is grown, processed, distributed, consumed, and wasted over the last several decades have led to increasing threats to a future of food that is sustainable, equitable, and secure, particularly when coupled with climate change, species extinction, increasing globalization, and shifting global economics, politics, and demographics.

Ensuring the sustainability, security, and equity of our food systems is one of the most defining issues of our time.

The predominant industrial food system is too dependent on fossil fuels and non-renewable inputs that result in pollution and environmental damage. It is often at the root

of eroding human health, social cohesion, rural livelihoods, and important social, cultural, and spiritual traditions. It is known to undermine the vital contributions of farming, fishing, and forest communities as innovators, producers, and food providers. It is embedded in and thus further supports an economic system that results in liabilities due to hidden costs, global trade vulnerabilities, declining rural economies, and increased inequality.

Single-focused interventions — increased yields, adequate nutrition, environmental sustainability — at the expense of other interconnected and equally important issues like equity and fairness are insufficient and are bound to have unintended consequences.

As a global community, we need to move beyond questioning *if* food systems transformations are occurring to recognize that transformations *are* occurring, and to identify how to embrace opportunities and overcome challenges in implementation, practice, and policy. We need to recognize the ways in which these transitions are transformative and not just “business as usual.” Achieving the ambitious goals outlined in the Sustainable Development Goals (SDGs) and the Paris Agreement requires us to better understand how to support and facilitate these transformative processes in place-based, contextual ways.



Understanding Transformations

The Language of Transformation

The language of transformation is increasingly heard across the globe as people convene to contemplate and initiate collective action to deal with critical global issues. What can we learn from past transformations? How do systemic transformations occur, what conditions foster change, and how can we learn from current experience? How do we distinguish between incremental shifts and transformative change?

A vision of transformation has become central to international dialogues about the future of the Earth and sustainable development. Examining food systems in the face of climate change and related global challenges inevitably leads to the need for major and rapid global systems transformations. Transformations must be multifaceted,

multidimensional, multisectoral, multinational, and augmentative. Transformation flows from an understanding that the status quo is not a viable path forward and that action on many fronts using diverse change strategies across numerous landscapes will be needed to overcome resistance from those who benefit from the status quo. A range of transitional interventions are needed to multiply effects, creating streams of transformation flowing together to generate mammoth changes in global systems. Thus, transformation is simultaneously and interdependently global and local, contextually sensitive, and rooted while being globally manifest and sustainable.

The potential cumulative and aggregate transformational contributions of all of the Beacons of Hope can be viewed in this light.

Across the 21 Beacons of Hope, the following patterns were established early and maintained throughout the transformation process:

- ▶ Promoting agroecological approaches and principles;
- ▶ Co-creation of knowledge, and knowledge exchange and dissemination;
- ▶ Developing cooperative ownership models;
- ▶ Emphasizing ideas of circular and solidarity economy;
- ▶ Reinforcing the importance of culturally relevant and place-specific sustainable diets;
- ▶ Establishing participatory approaches and inclusive governance;
- ▶ Identifying new market mechanisms;
- ▶ Adopting new metrics; and
- ▶ Engaging in policy development.



Transformative Change Is Needed

Food systems reform requires that we craft new and better solutions at all scales through a systems-level approach and deep collaboration between farmers and food systems workers, Indigenous Peoples, government and policymakers, philanthropy, researchers, grassroots movements, and the private sector.

Transformational change at the scale and speed needed will require all actors to do their part as well as significant resources to adequately and effectively support this critical work. For current and future generations, this is a shared responsibility upon which we, as a global community, simply must act to better understand the impacts of food systems, address the most harmful practices, and find new positive pathways forward, together.

Food systems are a significant factor in the creation of these daunting challenges and – importantly – they can provide pathways to the solutions.





Shared Principles for Sustainable Food Systems

This work is guided by a shared set of principles for sustainable food systems: renewability, healthfulness, equity, diversity, resilience, and interconnectedness. Together, these principles help us to see the whole

system in necessary and powerful new ways and to make choices about the future of our shared food systems so we can avoid siloed approaches, unintended consequences, and limited, narrow, short-term solutions.

Global Alliance Food Systems Principles

Renewability

Address the integrity of natural and social resources that are the foundation of a healthy planet and future generations in the face of changing global and local demands

Healthfulness

Advance the health and well-being of people, animals, and the environment, and the societies that depend on all three

Equity

Promote sustainable livelihoods and access to nutritious and just food systems

Diversity

Value our rich and diverse agricultural, ecological, and cultural heritage

Resilience

Support regenerative, durable, and economically adaptive systems in the face of a changing planet

Interconnectedness

Understand the implications of the interdependence of food, people, and the planet in a transition to more sustainable food and agricultural systems



Why Frameworks for Change?

Frameworks for change create new ways of thinking about how to get to a better system. By changing the framework, we change the paradigm, we change the perceptions, and we change the actions and behaviours that flow from the framework. Frameworks help us understand, analyze, and shift systems – whether they are energy systems, political systems, social systems, or food systems – through their ability to highlight the shortcomings or deficiencies of the current system and point to changes needed to bring about a more desirable system based on a set of values, knowledge, principles, and action. These frameworks can be applied in multicontextual ways to identify diverse solutions across food systems globally.

Frameworks:

- ▶ Set the agenda for inquiry;
- ▶ Provide the focus of learning;
- ▶ Are the container for knowledge;

- ▶ Make theory possible;
- ▶ Guide action; and
- ▶ Are the foundation for interconnected theories of transformation and theories of action (Patton 2017).

Framework adequacy, meaningfulness, and utility can be judged by whether they are:

- ▶ Understandable and easily communicated;
- ▶ Relevant and provide practical guidance;
- ▶ Coherent, meaningful, and have practical utility;
- ▶ Adaptable;
- ▶ Context-specific;
- ▶ Unique or fill a distinct niche in a world of competing frameworks;
- ▶ Built on knowledge and experience; and
- ▶ Evaluable (Patton 2017).



THE FRAMEWORK





The Food Systems Transformation Framework

The Food Systems Transformation Framework can be applied and tested by powerful agents of change throughout food systems, including farmers, policymakers, corporate leaders, citizens, and donors seeking to analyze and accelerate food systems transformations.

The Framework identifies principles, key factors, patterns, barriers, opportunities, and key questions relevant across dynamic, complex contexts, and can be used for discussion, sharing, and movement-building. Over time we will create a space for results of these applications, tests, and refinements to be shared.

The Elements of Transformation

From our review of the sustainability transitions literature and what we learned from the Beacons of Hope interview process, we distilled the following elements of transformation:

- ▶ Global and Local Context: Challenges and Opportunities
- ▶ Establishing Initiatives: Identifying Priorities to Support Transformation
- ▶ Confronting Policies and Practices: Levers for Change
- ▶ Building Legitimacy
- ▶ Anchoring
- ▶ Phases of Transformation

What We Learned from the Beacons of Hope

Each Beacon of Hope has a rich experience and compelling story to share about their transformation process. When we analyzed the Beacons of Hope interviews, interesting patterns emerged. The dynamic transformation experience reflects interactions between each Beacon of Hope, their activities and priorities, and the broader global context.

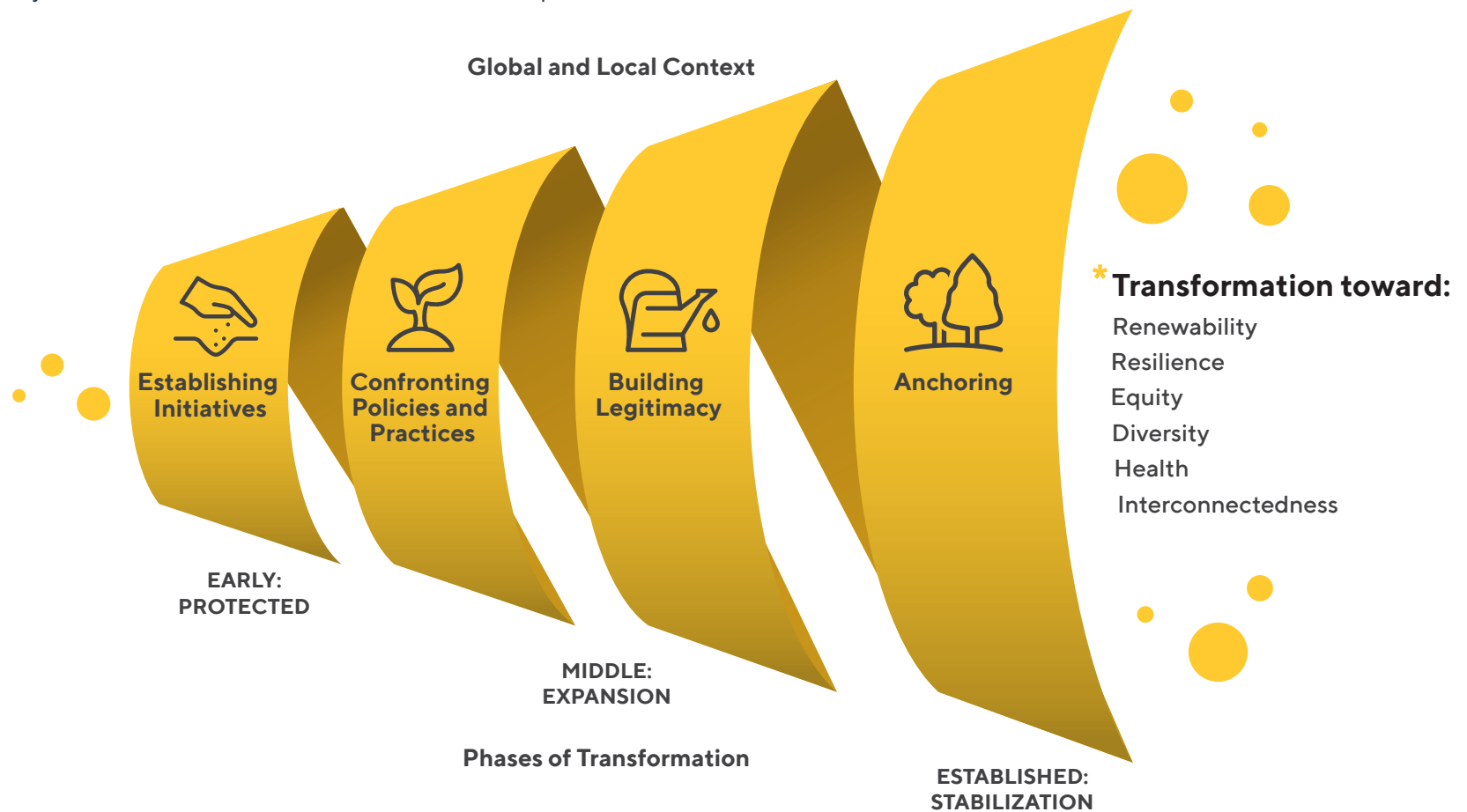
Our research team identified and documented both the levers for change used by the Beacons of Hope and their strategies for confronting established policies and practices, building legitimacy, and anchoring their work. These findings provide an excellent starting place for future discussions on food systems transformation processes.

The 21 Beacons of Hope were at different phases of their transformation process and reflected a wide range of scales and complexity, yet the Framework proved to be robust enough to apply, and be useful, in all instances.



Interactive Food Systems Transformation Framework

Click on each element of the Framework for a description of that element and a summary of what we learned from the Beacons of Hope.





Global and Local Context: Challenges and Opportunities



Understanding This Framework Element

The global and local context, with its associated challenges and opportunities, reflects the external environment that influences interactions across the transformation experience. These are the deeper structural trends that influence the Beacons of Hope but cannot be changed directly by any actors. Important considerations include the following:

- ▶ Interactions between initiatives, established policies and practices, and the global/local context should be considered as realms of influence (Darnhofer 2014), not as interactions between scales of activity or spatial categories (i.e., local, national, regional).

- ▶ While it may be tempting to see initiatives as forces that rise up to “disrupt” established policies and practices, Geels (2011) advises that most initiatives do not emerge within existing societal structures but often outside them, inspired by movements that cross borders and localities.
- ▶ If a transition is to be successful, processes across initiatives, established policies and practices, and the global context need to be aligned (Sutherland et al. 2014). Transformation results from interaction between these dynamics during periods when initiatives build internal momentum, when the global context creates pressure on established policies and practices, and when the destabilization of established policies and practices creates windows of opportunity for initiatives (Geels 2011).





Global and Local Context: Challenges and Opportunities

What We Learned from the Beacons of Hope

Global and local issues, trends, and challenges directly influence the Beacons of Hope, shaping opportunities and decision-making. The broader context both hinders the Beacons of Hope and offers unique and systemic opportunities to advance their work. Overlapping and interconnected global and local trends, challenges, and opportunities illustrate both the imperative to change as well as how the process of change is stymied.

The 21 Beacons of Hope experience these trends and challenges in specific contexts as they address their unique set of priorities and activities. They define opportunities for transformation to more sustainable food systems from their sectoral and geographical vantage points. However, we identified distinct themes across the challenges and opportunities described by Beacons of Hope.

Challenges faced:

- ▶ Climate change and the environmental crisis;
- ▶ Immigration and migration;
- ▶ Trade agreements, governmental policies, and corporate concentration;
- ▶ Resource governance;
- ▶ Negative perception of diverse smallholder farming;
- ▶ Consumer demands and shifting diets;
- ▶ Research and education; and
- ▶ Political stability and long-term support.

Opportunities identified:

- ▶ Growing public awareness about health and nutrition;
- ▶ Environmental and climate resilience;
- ▶ Research and education; and
- ▶ Agenda 2030 and the SDGs.



To learn more about how the Beacons of Hope address challenges and opportunities, see the [Report](#).





Establishing Initiatives: Identifying Priorities to Support Transformation

Understanding This Framework Element

An initiative is a project or organized activity in which different actors advance a unique approach to sustainable food systems. Such initiatives could be quite small scale and highly diversified, or they could be broad-based and seek to make connections across many dimensions of food systems. Food systems initiatives include, for example, business and market development, policy creation, educational programs, and new networks. These initiatives often exist initially in “protective spaces” where unique approaches can be piloted, incubated, elaborated, and adapted without being directly subject to the pressure of prevailing policies and practices (Hinrichs 2014; Markard et al. 2012).

What We Learned from the Beacons of Hope

Across the Beacons of Hope, a series of activities and priorities were identified in the early phases of initiatives that were central to those initiatives becoming established, including:

- ▶ Promoting agroecological approaches and principles;
- ▶ Co-creation of knowledge, and knowledge exchange and dissemination;
- ▶ Developing cooperative ownership models;
- ▶ Emphasizing ideas of circular and solidarity economy;
- ▶ Reinforcing the importance of culturally relevant and place-specific sustainable diets;
- ▶ Establishing participatory approaches and inclusive governance;
- ▶ Identifying new market mechanisms;
- ▶ Adopting new metrics; and
- ▶ Engaging in policy development.



To learn more about how the Beacons of Hope identify priorities, see the [Report](#).





Confronting Policies and Practices: Levers for Change

Understanding This Framework Element

Initiatives, through their activities, seek to challenge established policies and practices. In the transitions literature, these are understood as the “locus of established practices and associated rules that stabilize existing systems” (Geels 2002). Such sets of rules and behaviours grant stability to predominant practices, production processes, product characteristics, skills and procedures, and ways of defining problems, as embedded in institutions and infrastructures. They are “deep structures,” not easily changed, and lend stability to existing power relations. The established policies and practices can be created and influenced by producers, consumers, policymakers, alliances and associations, research communities, and investors, as well as broader trends and factors.

Food systems policies, regulations, rules, behaviours, beliefs, practices, and institutional relations can be challenged by initiatives (Geels 2011). If successful, the initiative activities may replace existing food systems policies, practices, regulations, rules, and behaviours. The process is never straightforward or linear, as the established policies and practices are stabilized by many lock-in mechanisms or blockages. Initiatives, as they contend with such lock-ins, blockages, and challenges, are “crucial for transitions, because they provide the seeds for systemic change” and are seen as approaches that deviate substantially from the established policies and practices (Geels 2011).

What We Learned from the Beacons of Hope

As the Beacons moved through the transformation process, all confronted the growing need to change established policies and practices, both directly and indirectly. The

established policies and practices reinforce and stabilize the status quo, and the Beacons of Hope seek to influence and change these through their work on sustainable food systems. The predominant policies and practices confronted relate to production, processing, distribution, and consumption, as well as education, extension, research, and cultural norms.

Policies and practices confronted

- ▶ Production, processing, distribution, consumption, and waste;
- ▶ Education, extension, research; and
- ▶ Revitalizing culture.

To learn more about how the Beacons of Hope confront policies and practices, see the [Report](#).





Building Legitimacy

Understanding This Framework Element

Over time, initiatives build legitimacy through their activities. Different indicators of legitimacy include science-based evidence, policy/politics, legal precedent, experiential knowledge, civic engagement, etc. (Montenegro de Wit and Iles 2016). Processes of delegitimization are also important to address, including the forces that actively seek to discredit or undermine transitions, or have very different transition ideas.

What We Learned from the Beacons of Hope

The concept of legitimacy is increasingly coming to the fore in sustainability transitions literature (Montenegro de Wit and Iles 2016). Each of the 21 Beacons of Hope demonstrated their understanding of the concept and how it relates to their transformation pathways.

- ▶ Building the evidence base;
- ▶ Developing new practices and partnerships; and
- ▶ Practising transparency.



To learn more about how the Beacons of Hope build legitimacy, see the [Report](#).



Anchoring

Understanding This Framework Element

As the transformation process unfolds, initiatives find ways to embed themselves in policy and practice, finding stability to sustain their work. This “anchoring” creates social, political, institutional and economic stability for initiatives.

What We Learned from the Beacons of Hope

Among the Beacons of Hope, dominant anchoring mechanisms included collective or cooperative ownership or governance of businesses, research processes, platforms, policies or programs, and financial stability.

To learn more about how the Beacons of Hope anchor their work, see the [Report](#).





Phases of Transformation

Understanding This Framework Element

Some systems transformations take place over a long period of time, while other transformations are swift. The slow pace of a transformation can be seen as beneficial, giving more time for policies, practices, institutions, organizations, legislation, and regulations to evolve. Much of the sustainability transition literature pays attention to “event chains” or “sequences” (Geels 2010), although it is acknowledged that there have not been enough empirical studies to conclusively identify a range of patterns in the unfolding of transitions (Darnhofer 2014). Slow or fast, the transformation process is rarely linear. Blockages, feedback, and circularity are key dynamics.

What We Learned from the Beacons of Hope

The Beacons of Hope identified three phases of transformation: 1) an early phase when actions are initiated, usually in a “protected” space; 2) a mid-phase as the initiative expands and engages key levers, builds legitimacy, and begins to anchor; and 3) a final phase where established policies and practices are significantly impacted and stabilized in new forms.

- ▶ Phase 1 | Early: Protected
- ▶ Phase 2 | Middle: Expansion
- ▶ Phase 3 | Established: Stabilization



To learn more about how the Beacons of Hope leverage phases, see the [Report](#).

DISCUSSION GUIDE





Discussion Guide

The Discussion Guide complements the Food Systems Transformation Framework and is organized in four sections. The sections provide information on how to apply the Framework and pose a series of questions about food systems transformations.

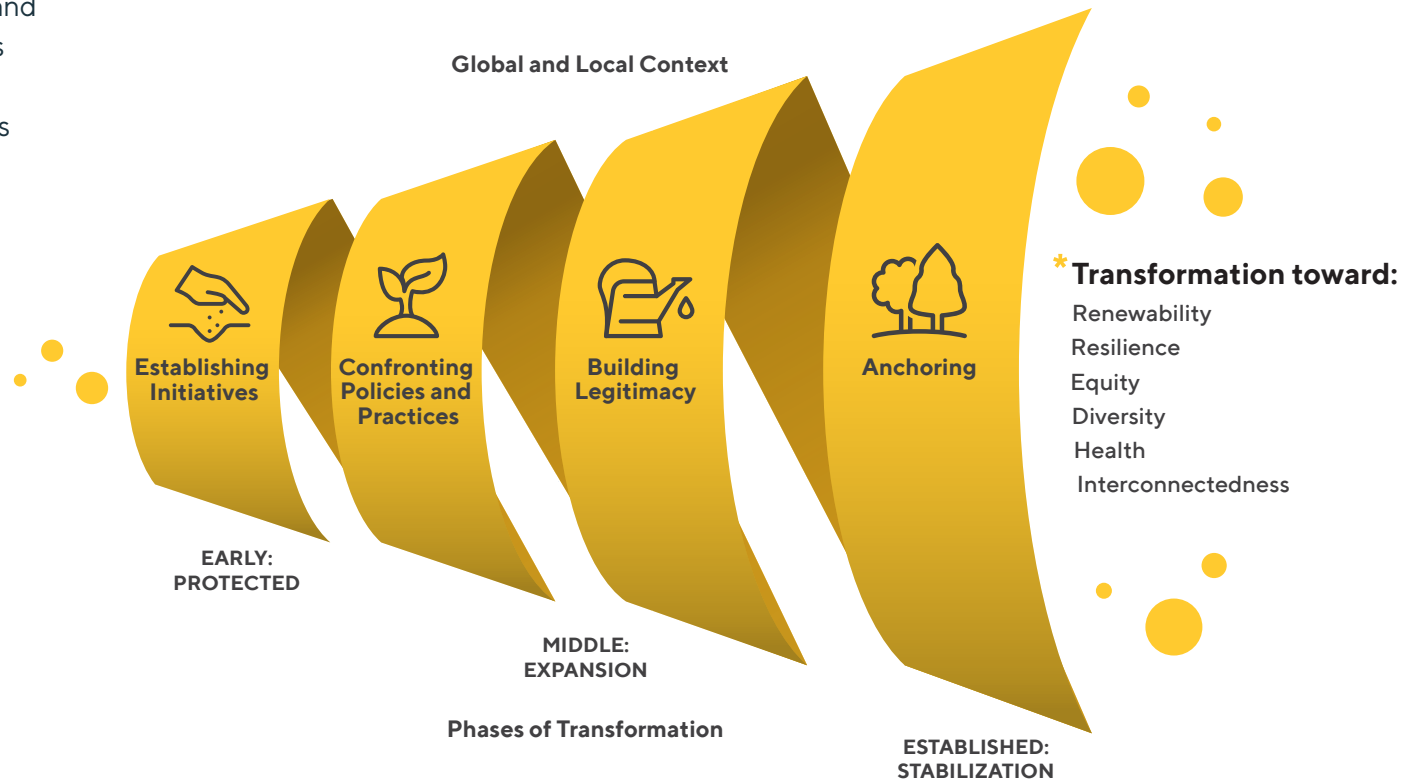
Click on the boxes below to explore the Discussion Guide.

APPLYING THE FOOD SYSTEMS TRANSFORMATION FRAMEWORK ▶

PRINCIPLES FOR APPLYING THE FRAMEWORK ▶

THE TRANSFORMATION PROCESS ▶

PATTERNS OF TRANSFORMATION ▶





Applying the Food Systems Transformation Framework

The Discussion Guide and principles that follow were developed at a workshop in Toronto in 2018. The questions build on the interview process developed by Biovision and were brainstormed during the development of the Food Systems Transformation Framework. The Discussion Guide supports the application of the Framework and guides discussion to better understand food systems transformations and systemic change processes. The Discussion Guide provides key principles for applying the Framework, as well as questions to facilitate reflection and action.


The Framework can be useful at any stage of the transformation process, and there are many ways to use the Framework.

For example:

- ▶ A group or individual can explore the Framework in order to better understand food systems transformations and systemic change processes.
- ▶ Several complementary initiatives, organizations, or enterprises can apply the Framework to better understand their impact and transformation processes, and how they might better support one another or work together to effect transformational change.
- ▶ The Framework can be applied to government, business, or farm decisions in order to better understand how to influence and shape policy and practices.
- ▶ Donors or advisors to initiatives can apply the Framework in an effort to better understand the transformation process and understand which supports are needed at each stage.



We invite you to apply the Framework to your own work by exploring the principles and discussion questions that follow.

 [Return to the Discussion Guide](#)



Principles for Applying the Transformation Framework

What principles can guide the process of applying the Framework and accelerating transformations?

The following principles were elaborated by a group of food systems experts who helped us develop the Framework and Discussion Guide:

- ▶ Applying a systems perspective;
 - ▶ Attending to multilevel interactions and feedback loops throughout;
 - ▶ Nurturing supportive relationships and interactions among key stakeholders: farmers, consumers, policymakers, and allies;
 - ▶ Articulating and adhering to core values: equity, mutual respect, community and stakeholder engagement, and others;
 - ▶ Engaging in reflective practice in support of learning and ongoing adaptation;
- ▶ Acknowledging and managing the relationships (and tensions) between short-term results, longer-term systems changes, and the overarching vision of sustainable transformation;
 - ▶ Developing inclusive governance, partnerships, and alliances, especially the participation of farmers, women, Indigenous Peoples, and those left out of decision-making processes;
 - ▶ Attend to the “truth” and dynamics of growth and change, and accept the verdict of the data; and
 - ▶ Seek to maximize benefits across objectives (e.g., the SDGs) and minimize trade-offs.



How will these principles influence the way you think about the transformation process?

What other principles can guide transformation processes?



Return to the
Discussion Guide



The Transformation Process

Phase 1: Protected Space

Questions to ask during the early phase of transformation when your initiative is in a protected space.

Global and Local Context:

1. What trends, challenges, and opportunities does your initiative respond to?
2. What are the connections between climate change, health, migration, and other trends and your initiative?
3. What trends drive acceptance of your transformational vision? Which present barriers or opportunities?

Establishing Initiatives:

1. What is your transformative vision?
2. What was your initial motivation?
3. How do you seek to make change?
4. What aspects of your work are unique?

5. How was the activity protected in the early stage?
6. How does the core group connect to other food systems actors? Who are they and what are their roles? What makes people engage? How can trust be built?
7. How do you define the problem you are seeking to solve? Is there a sense of urgency?
8. What are the trade-offs you are making to move your initiative forward? What tensions are experienced?
9. How is your initiative governed?
10. What is supporting the transformational vision? What is against the transformational vision?
11. Where did the initiative make its first impact? How? What are the initial results?
12. Can phases of “acceleration” or “breakthrough” be identified?

Confronting Policies and Practices:

1. What established policies and practices are you trying to change? What obstacles/barriers/push-back/challenges exist?
2. What policies and practices are supportive of your work? What policies and practices hinder your work?
3. How is the initiative positioned vis-à-vis key societal issues?
4. What is your initiative’s capacities or needs?



Return to the
Discussion Guide



The Transformation Process

Phase 2: Expansion

Questions to ask during the mid-phase of transformation when momentum is building.

Global and Local Context:

1. What are the demands for evidence about your initiative?
2. Is your initiative providing a solution to a broader challenge?
3. How is momentum building for your initiative?

Establishing Initiatives:

1. What is the organizational structure of the initiative?
2. What is the unique approach or model?
3. What food systems actors are engaged? What are the dynamics between the actors involved? What is the reaction of key actors to your work?
4. What strategic priorities have been identified to influence change?
5. What opportunities are you identifying for your initiative? What barriers exist at this phase?
6. What has been done to make the initiative more successful and reach more people?
7. How can organizational capacity be increased?

Confronting Policies and Practices:

1. What established policies and practices are most impacting interventions?
2. What are the windows of opportunity for change?
3. How is legitimacy for your initiative built?
4. How or could allies be enlisted to support your initiative?
5. What is the messaging/communication/story?
6. How is the initiative engaging with established institutions?



Return to the
Discussion Guide



The Transformation Process

Phase 3: Stabilization

Questions to ask during the final phase of transformation, when the transformation is observable and the tipping point has been reached. This relates to ongoing adaptation, resilience, and transformation.

Global and Local Context:

1. How are global trends shifting in relation to the transformation process?
2. What new trends are emerging?
3. How does the initiative interact with the realities of climate change, migration, and human health?
4. How has the local, regional, and national context shifted and changed? How have you responded to those changes?

Establishing Initiatives:

1. What are the results and outcomes?
2. How is community well-being impacted?
3. How are different dimensions of sustainable food systems being addressed?
4. How will your initiative live on?
5. How have the activities of the initiative been adapted throughout the years?
6. How are new opportunities managed?
7. Are new resources being secured?
8. How is growth being managed?

Confronting Policies and Practices:

1. What policy changes are occurring?
2. What new institutional arrangements are seen?
3. What are the signs of anchoring?
4. Are others joining? Are new initiatives being launched?
5. How are positive behaviour changes maintained?
6. What are the new market mechanisms and dynamics observed?
7. How are societal and cultural norms supportive of sustainability institutionalized?



Return to the
Discussion Guide



The Transformation Process

Issues to think about throughout the transformation process:

▶ Emergent Opportunities

- Are you seizing opportunities?
- How are the narratives unfolding?
- Are you building alternatives?

▶ Strengthening Engagement

- Are key actors engaged?
- What is your capacity?
- How are you recruiting and retaining staff and leadership?
- What is the community response?

▶ Managing Uncertainties

- Are you aware of trade-offs and tensions?
- How are you addressing setbacks?
- What new challenges have risen?
- Are you actively working to dismantle barriers?



Patterns of Transformation

Throughout the Beacons of Hope research and analysis, we were looking for patterns of transformation. These patterns separate incremental from transformative change. Incremental changes involve initiatives that are readily adopted or that make the established societal rules more coherent or efficient (e.g., a new type of machinery, or food safety tests). Transformative initiatives disrupt and transform established policies and practices.

Across the 21 Beacons of Hope, the following patterns were established early and maintained throughout the transformation process:

- ▶ **Promoting agroecological approaches and principles**
- ▶ **Co-creation of knowledge, and knowledge exchange and dissemination**
- ▶ **Developing cooperative ownership models**
- ▶ **Emphasizing ideas of circular and solidarity economy**
- ▶ **Reinforcing the importance of culturally relevant and place-specific sustainable diets**
- ▶ **Establishing participatory approaches and inclusive governance**
- ▶ **Identifying new market mechanisms**
- ▶ **Adopting new metrics**
- ▶ **Engaging in policy development**

 [Return to the Discussion Guide](#)



References

Darnhofer I. 2014. "Farming Transitions: Pathways Towards Regional Sustainability of Agriculture in Europe."

Geels, F.W. 2002. "Technological Transitions as Evolutionary Reconfiguration Processes: A Multi-Level Perspective and a Case-Study." Res. Policy 31: 1257-1274.

Geels, F.W. 2011. "The Multi-Level Perspective on Sustainability Transitions: Responses to Seven Criticisms." Environ. Innov. Soc. Transitions 1: 24-40.

Hinrichs C.C. 2014. "Transitions to Sustainability: A Change in Thinking About Food Systems Change?" Agric Hum Values. 31:143. doi:10.1007/s10460-014-9479-5

Markard, J., Raven, R., Truffer, B. 2012. "Sustainability Transitions: An Emerging Field of Research and Its Prospects." Research Policy 41: 955-967.

Montenegro de Wit M. & Iles A. 2016. "Toward Thick Legitimacy: Creating a Web of Legitimacy for Agroecology." Elem Sci Anth. 4: 115.

Patton, M. Q. 2017. Principles Focused Evaluation. New York: Guilford Press.

Sutherland, L.-A. 2014. Transition Pathways Towards Sustainability in Agriculture: Case Studies from Europe. Wallingford: CABI.

Photos: Hivos Sustainable Food (page 7); SEKEM Initiative (page 10); Vanuatu 2030 by Dan McGarry (page 14); Zero Waste San Francisco by Larry Strong (page 19); Zero Budget Natural Farming (page 20); Timbaktu Collective (page 23).



BEACONS OF HOPE is a collaboration between the Global Alliance for the Future of Food and Biovision Foundation for Ecological Development.

To learn more visit www.foodsystemstransformations.org

Copyright © 2019 Biovision Foundation and Global Alliance for the Future of Food