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## Deliverable 6

### Summary of the project recommendations

This project aimed to explore the role of the transformation of motivations, values and visions in the transition of the agri-food system and specifically of the instrumentality of hybrid governance arrangements—arrangements in which both actors of the mainstream agri-food system and actors from niche/grassroots innovations participate—therein. We identified three transition pathways for which we formulate recommendations: (1) changed led by grassroots innovations, (2) change led by mainstream actors and (3) hybrid arrangements.

1. Our research has demonstrated that the key feature of a successful in-depth transformation is the embeddedness of a given initiative in the broader social network of organisations experimenting and learning on in-depth lifestyle changes for sustainable agri-food systems. To facilitate this embedding process, we recommend the support of bridging organisations, such as regional platforms, umbrella organisations, knowledge hubs, etc.

First, such umbrella organisations, supported both by public authorities and members' fees, can overcome some of the insufficiencies related to inefficient distribution channels, lack of administrative support and poor infrastructure that often characterize grassroots initiatives.

Second, such umbrella organisations may facilitate social learning amongst grassroots initiatives and with other sustainable food associations. This collaborative aspect is often less

straightforward, however, than the more conventional supporting activities in terms of exchange of best practices, administrative support and legal advice. Indeed, successful social learning in networks of non-state collective actors depends on “process” dimensions such as non-coercive deliberation and inclusive Further research is needed to document the effects of these organisations on the development of local food networks and to better understand the various governance and complex process management needs of the collaborative tools established in such larger-scale social learning processes.

2. Our results suggest that there is a considerable, largely untapped potential of appealing to social responsibility, which may be a significant driving force for change in mainstream actors, equal in importance to economic incentives or social/legal expectations. Such appeal works most with the internal motivations of the management and employees of such organisations. We, therefore, recommend stimulating the institutional entrepreneurship of employees and managers within mainstream organisations through decentralized experiments, in order to set up a social learning process that facilitates the transition towards sustainability. However, the upscaling of such experiments requires a deeper change in the motivations, values and visions of mainstream actors.

More specifically, such experiments and social learning processes are also important to overcome the mismatches between the practices of local producers and those of large-scale retailers and fast food chains. Such mismatches were found at the level of the competences of all actors involved, the materials used in the marketing practices and the meanings attached to performance indicators, such as quality, shape and volumes. However, our cases also suggest that the extent to which these adaptations are made can differ, and that they largely depend on the position of the strategy of local stores within the overall strategy of a retailer or fast food chain. Moreover, our results suggest that for the sourcing and marketing of local goods, decision-making power needs to be moved back to the level of the store, allowing a higher degree of individual initiative and institutional entrepreneurship by store managers and employees in reconfiguring new practices.

Further research is needed to investigate how such processes can be accelerated, as well as how medium-size companies in the agri-food sector can be incentivized.

3. Our analysis suggests that in order to increase the transformative potential of agri-food system initiatives, hybrid governance arrangements between different types of actors need to be established. The inclusion of new stakeholders upholding different sets of values is key to reaching a higher transformative potential.

A desirable shared governance should then involve not only various categories of agri-food and non-agricultural actors, through the participation of organisations representative of the dominant interests, but it should also and most of all aim at allowing more voice for interests that have been hitherto largely excluded or marginalised, upholding ethical values that are currently missing in the conventional supply chains, so as to foster the dissemination of a more systemic ethics of food.