

# Embracing Complexity: Systems Thinking, Systems Knowing, Systems Doing

26th March



**Corinna Hawkes,**  
Food and Agriculture Organization  
of the United Nations (FAO)



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# Embracing Complexity: Systems Thinking, Systems Knowing, Systems Doing

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**Corinna Hawkes**

Director, Agrifood Systems and Food Safety Division, FAO

FoSSNet Conference March 25-27, Oxford, UK, Session on **Food Systems Science in Food Systems Transformation**

# Acknowledgments:

Dalia Mattioni

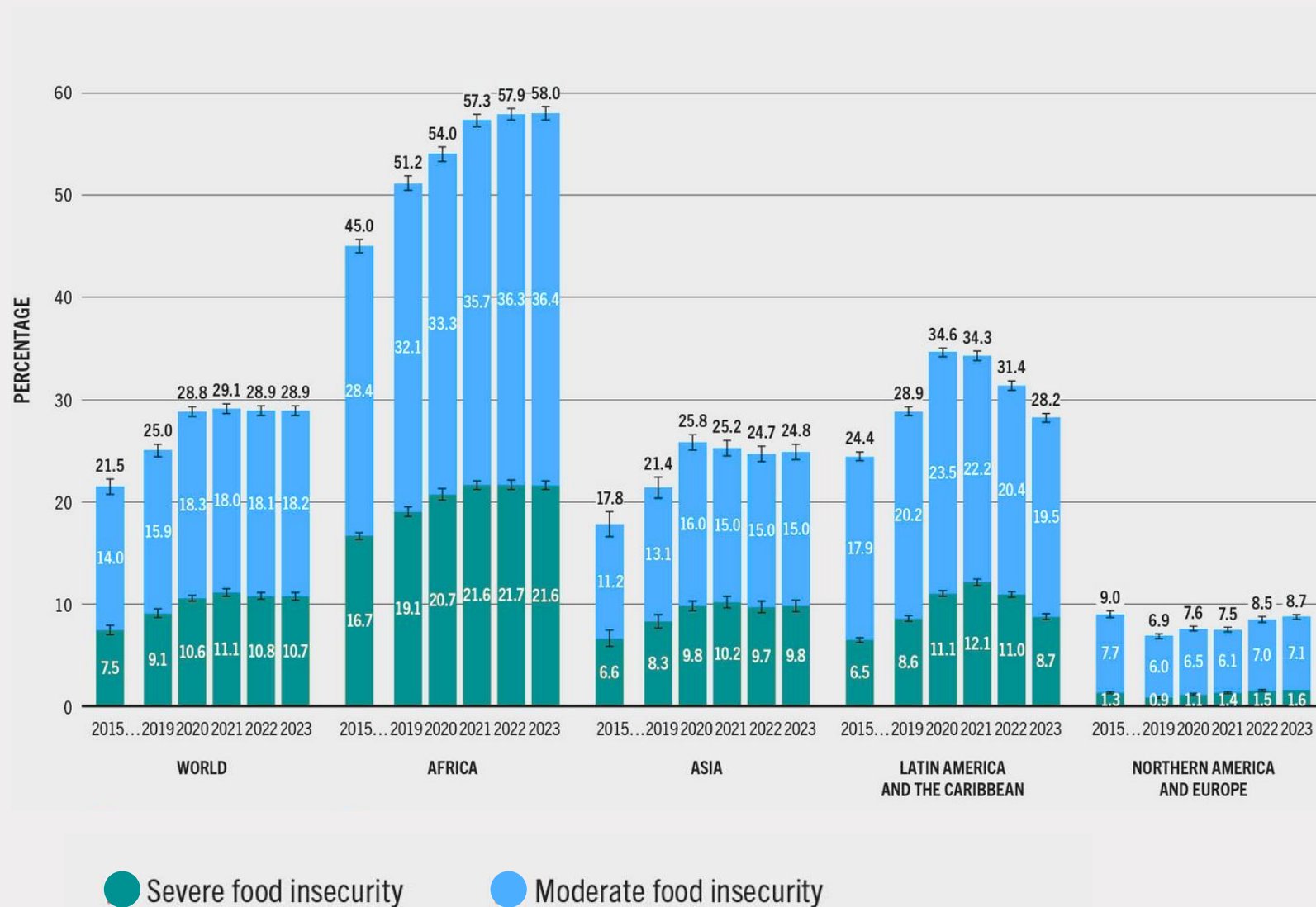
Maryam Rahmanian

Brian Cook

# Moderate and severe food insecurity, 2023

2.3 billion people at global level are moderately or severely food insecure. The prevalence remained relatively unchanged between 2021 and 2023, following a sharp increase from 2019 to 2020.

Latin America and the Caribbean are the only region showing notable reduction.



Source: The State of the World Food Security and Nutrition in the World 2024.

# What is “(agri)food systems transformation”?

The process of changing the way agrifood systems function to enable them to deliver their purpose: food security and nutrition for all for today and tomorrow.

Requires delivering multiple outcomes in a way that is mutually reinforcing.

Eventually leads to a transformation of outcomes.

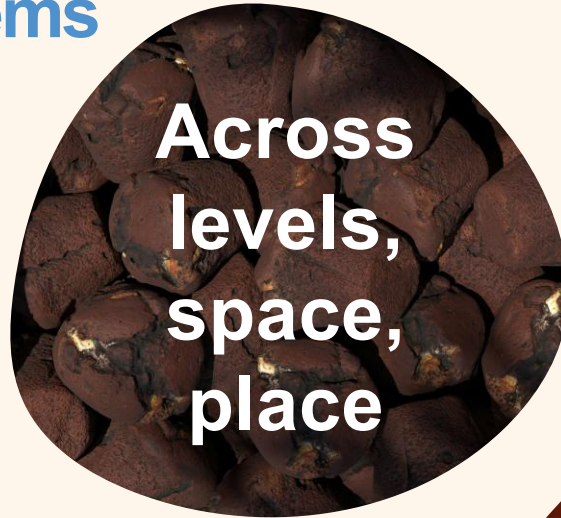


# Agrifood system transformation occurs through changing relationships – connections, linkages, interdependencies

- Transformation involves changing relationships. In modifying these relationships, transformation shifts how the system functions and the results it delivers.
- In practice (*agri*)food system transformation involves changing policies and practices from fork to farm towards the desired outcomes while accounting for feedback loops, ripple effects and opportunities for positive impacts across multiple outcomes



## Key relationships in agrifood systems



# A systems approach to agrifood system transformation

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A systems approach is a way of thinking, acting and working together that connects the different components & outcomes of agrifood systems and inter-related systems to change the way the system functions (“transformation”) to achieve and sustain a different, better set of outcomes at scale.

A systems approach gives changemakers the opportunity to unlock more value from existing solutions by making and modifying relationships between them towards the outcomes they want to see



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# Learning from systems science: a systems approach offers potential by embracing complexity, working with, rather than against reality

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Every system is only able to deliver its purpose through its interactions with inter-related systems

Every system has multiple outcomes

Every system is dynamic, complex and uncertain

Every system is shaped by power relations and interests of different people and institutions

Every system is made up of interconnections between multiple components and subsystems that shape its outcomes

Every system is made up of sub-systems

Every system has a core purpose

Every system is made up of multiple components

# The six elements of implementing a systems approach

The concrete differences in the way we think, act and work together

From isolation (silos)....

.... to connection (systems)



**Systems Thinking**

Seeing priorities, problems & solutions in isolation

Seeing beyond mandates and identifying interconnections



**Systems Knowledge**

Assessing problems, outcomes, causes from single disciplines & sources, in isolation

System-wide analysis of interlinkages & outcomes from multiple sources



**Systems Doing**

Fragmented interventions

Implementing & interlinking aligned, multipurpose actions



**Systems Governance**

Segmented institutions and decision-making

Leadership, joint planning, and managing conflict across sectors



**Systems Investment**

Inflexible, short-term, uncoordinated funding

Resourcing flexibly across the system over the long-term from multiple sources

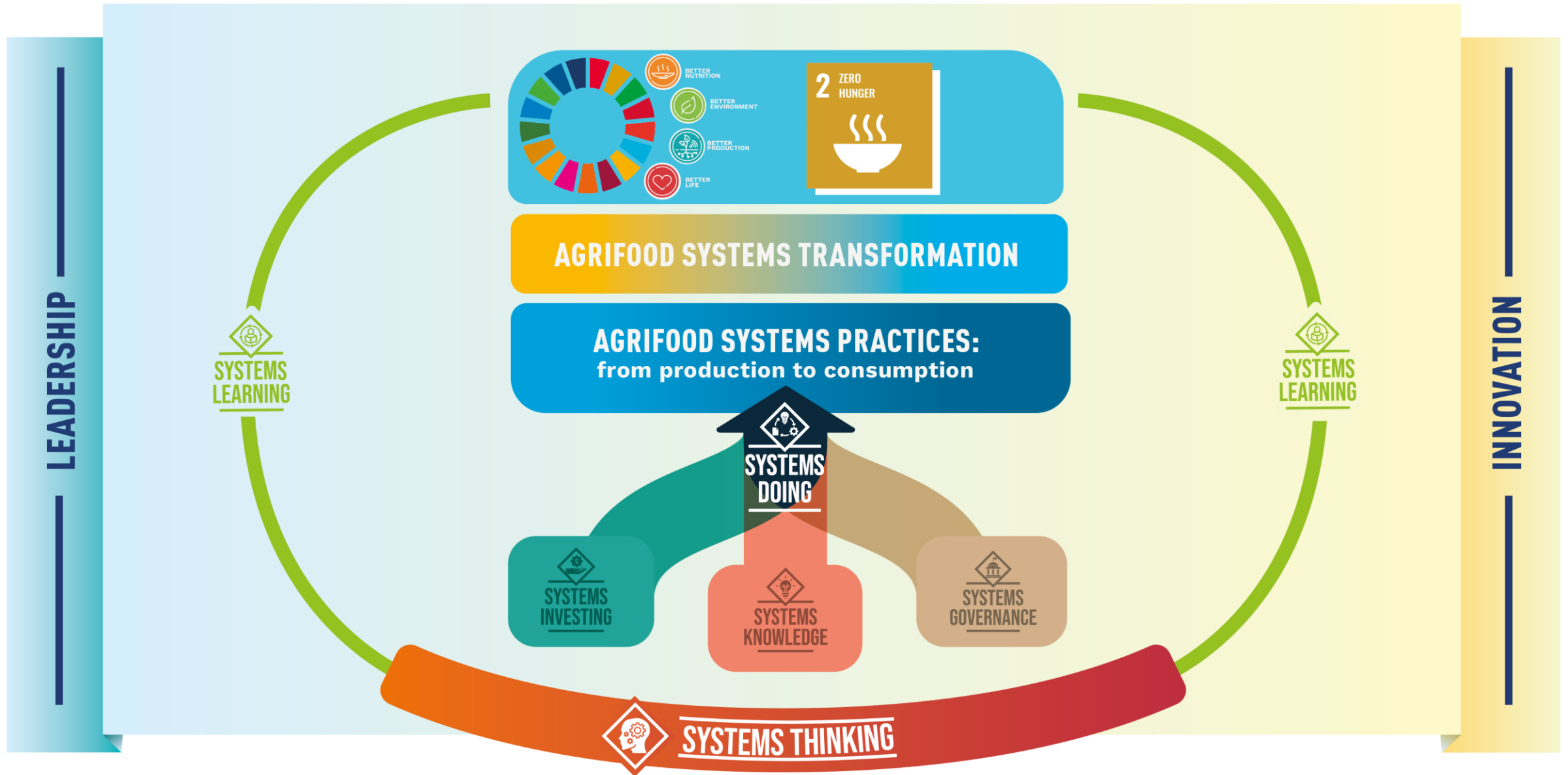


**Systems Learning**

Prescriptive action with one-time evaluations and inflexible procedures

Experimenting and continuously co-learning and adapting in real-time

# AGRIFOOD SYSTEM TRANSFORMATION THROUGH A **SYSTEMS APPROACH**





**SYSTEMS  
DOING**

**Policy &  
actions**

*Implementing  
actions  
that leverage  
interconnections*

# How to take action differently? Three priority shifts

**From isolation (silos)....**

*Fragmented  
interventions*

**.... to connection (systems)**

*Implementing & interlinking aligned,  
multipurpose actions*

## **Priority Shift 1**

**From disconnected actions to...**

Addressing a priority problem with single or disconnected agrifood system interventions

**...portfolios of interlinked actions**

Bringing together a portfolio of interlinked actions to address a priority problem, taking account of consequences for other outcomes

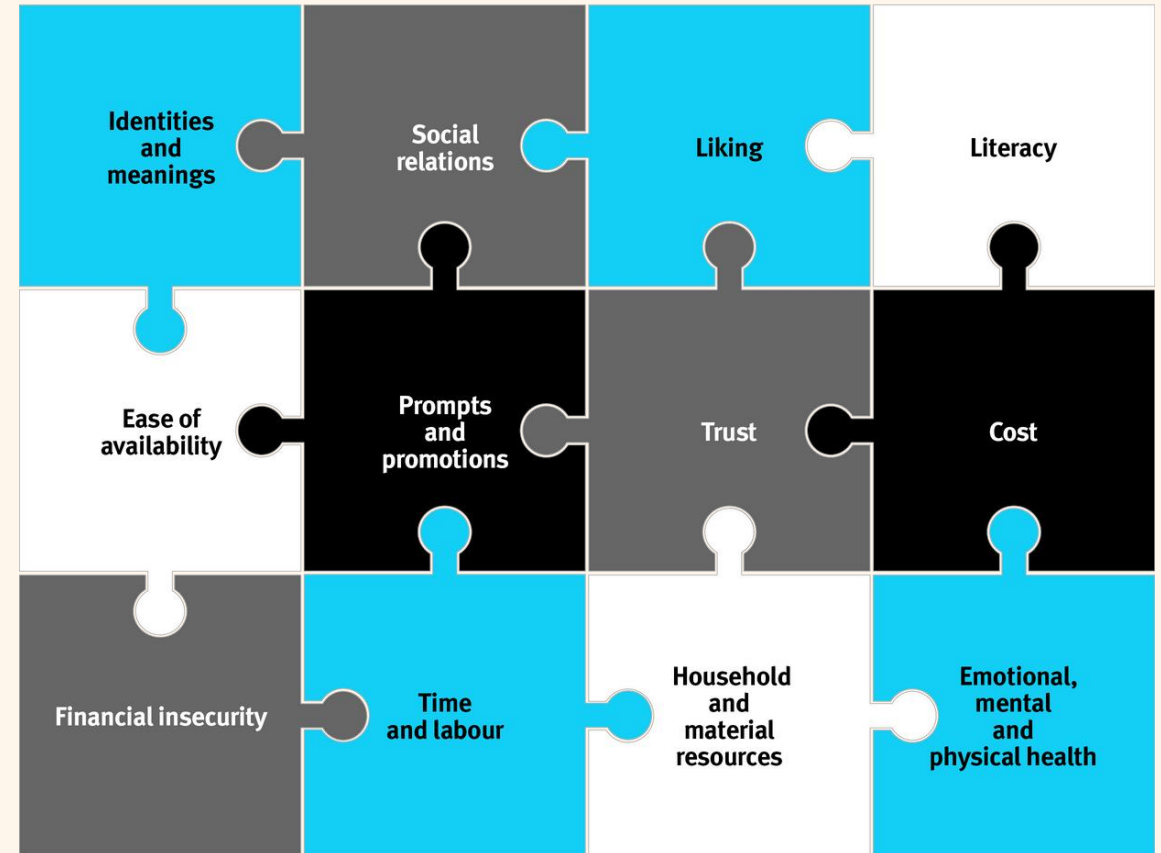


# Priority Shift 1.

## Portfolios of interlinked actions

Consider the full picture of people's lived realities

Getting policies and interventions to work for better diets for all.



Source: Hawkes C, Gallagher-Squires C, Spires M, Hawkins N, Neve K, Brock J, Isaacs A, Parrish S, Coleman P. The full picture of people's realities must be considered to deliver better diets for all. *Nat Food*. 2024 Nov;5(11):894-900.



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## Priority Shift 2

**From single objective actions to...**

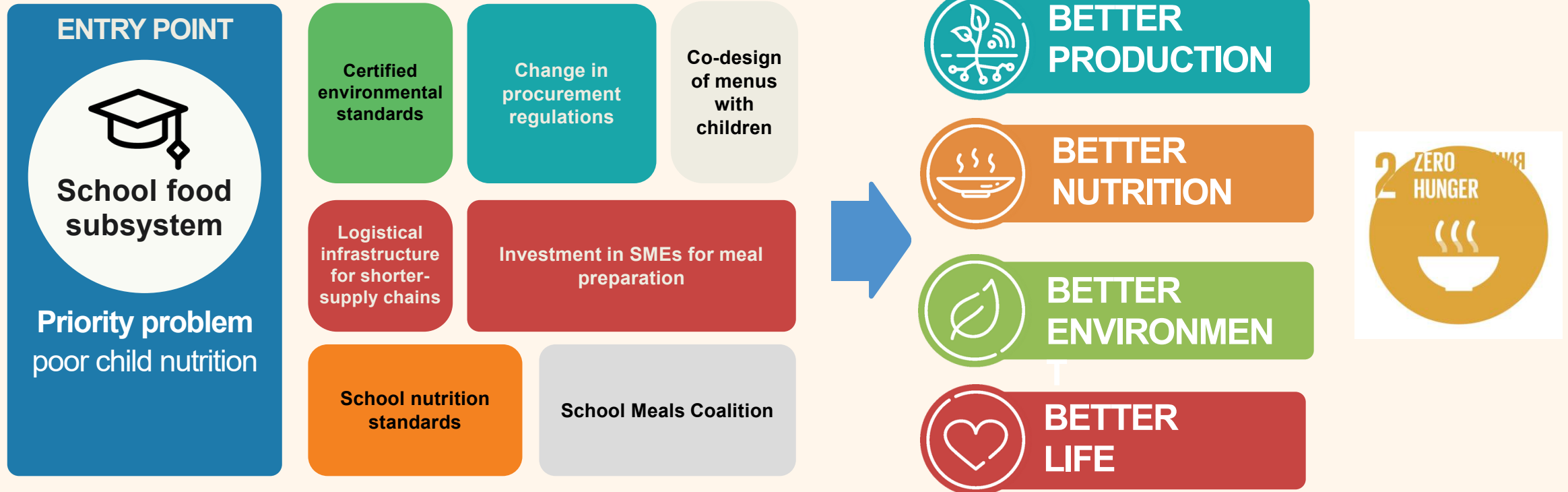
Actions that consider just one objective

**...multipurpose actions**

Delivering multipurpose actions designed for co-benefits

# Priority Shift 2.

## Multipurpose actions





**SYSTEMS  
DOING**

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## Priority Shift 2

**From single objective actions to...**

Actions that consider just one objective

**...multipurpose actions**

Delivering multipurpose actions designed for co-benefits

## Priority Shift 3

**From actions that ignore tradeoffs to...**

Taking actions that fly blind into tradeoffs or deliberately ignore them

**...innovations to mitigate tradeoffs**

Equity-focused innovations to manage and mitigate tradeoffs between outcomes, people and interests





# Priority Shift 3.

## Innovations to mitigate tradeoffs

### Example: localizing school food

#### POTENTIAL TRADEOFF 1

Between higher and lower cost food

#### POTENTIAL TRADEOFF 2

Between local economic benefits and economic gains to existing food sources (national, global, corporate)

#### POTENTIAL TRADEOFF 3

Between higher and lower environmental impacts from transportation

**Source:** Jablonski BBR, Milbourne P, Maderson S, Morgan K. Considering tradeoffs in "local" food policies: examples from school feeding programmes. *Front Nutr.* 2023 Sep 12;10:1242493

# What does systems doing imply for food systems research and science? Three priority shifts



## SYSTEMS KNOWLEDGE

### Data & evidence

*The data & evidence to inform aligned action*

## Priority Shift 1

### From isolation (silos)....

*Assessing problems, outcomes, causes in isolation from single disciplines & sources*

### .... to connection (systems)

*System-wide analysis of interlinkages & outcomes from multiple sources*

### From understanding only core drivers to...

Identifying only the causes and drivers of problems in agrifood systems

### ...identify priority connections

Identifying entry points, dysfunctions, blockages and enablers of implementation and impact across agrifood systems

# Priority Shift 1.

## Identify priority connections



Health & Place 77 (2022) 102862

Contents lists available at ScienceDirect

Health and Place

journal homepage: [www.elsevier.com/locate/healthplace](http://www.elsevier.com/locate/healthplace)

From healthy food environments to healthy wellbeing environments: Policy insights from a focused ethnography with low-income parents<sup>a</sup> in England

Anna Isaacs<sup>a</sup>, Joel Halligan, Kimberley Neve, Corinna Hawkes

<sup>a</sup> Centre for Food Policy, City University of London, UK

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**ARTICLE INFO**

**Keywords:**  
Food provisioning environments  
Food justice  
Low-income  
Inequalities  
Obesity

**ABSTRACT**

Overweight and obesity continue to increase globally. In England, as in many other countries, this disproportionately affects people who experience socioeconomic deprivation. One factor blamed for inequalities in obesity is unhealthy food provisioning environments (FPEs), leading to a focus on policies and interventions to change FPEs. This paper aims to provide insight into how FPE policies could more effectively tackle inequalities in obesity by addressing a key research gap: how the structural contexts in which people live their lives influence their interaction with their FPEs. It aims to understand how low-income families engage with FPEs through in-depth focused ethnographic research with 60 parents across three locations in England: Great Yarmouth, Stoke-on-Trent, and the London Borough of Lewisham. Analysis was guided by sociological perspectives. FPEs simultaneously push low-income families towards unhealthy products while supporting multiple other family needs, such as social wellbeing. FPE policies and interventions to address obesity must acknowledge this challenge and consider not just the makeup of FPEs themselves but how various structural contexts shape how people come to use them.

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**1. Introduction**

Rates of overweight and obesity continue to climb worldwide with 39% of adults and 18% of children living with overweight or obesity in 2016 (WHO, 2021). In England, which has one of the highest rates globally, 64.2% of adults and 40.9% of 10–11 year olds were living with overweight or obesity in 2019 and 2021 respectively (Baker, 2022). Prevalence disproportionately affects individuals at the lower end of the socioeconomic spectrum (Baker, 2021). Data from the UK National Child Measurement Programme in 2019–20 suggests that not only is child obesity increasing in absolute terms, but children living in the most deprived areas of England are more than twice as likely to have obesity as those in the least deprived (NHS Digital, 2020). This is despite child obesity being a key local and national policy focus.

Increasingly, food provisioning environments (FPEs), which are the foods available to people in their surroundings as they go about their everyday lives and the nutritional quality, safety, price, convenience, labelling, and promotion of these foods (FAC, 2016) are blamed for people's diet quality and associated health outcomes. This stems from an understanding that diets are shaped by the foods available to people in their surroundings (Swoboda et al., 2013; C. Turner et al., 2018). FPEs in low-income neighbourhoods are considered to be particularly detrimental to health as they are often characterised by abundant fast food outlets and poorer than average access to fresh food (Burgoyne et al., 2017; Lacey et al., 2015; Pitt et al., 2017). FPEs have thus been considered a critical intervention point in efforts to reduce inequalities in obesity. This includes interventions to change the nutritional quality of out of home foods, such as healthier catering schemes (Healthier Catering Commitment, n.d.); proposals to address labelling, marketing, and promotion of food (DHSC, 2020);

A particular focus in low income communities are policies that seek to alter the composition of the FPE, such as through zoning laws that prohibit the opening of new fast food outlets, or increasing physical access to outlets that provide fresh fruits and vegetables (Jilcott Pitts et al., 2021; Keeble et al., 2019). The theory behind these policies and interventions is that changing specific elements of FPEs shapes what people buy and eat. Yet despite the significant body of research in this area, it has proved difficult to identify consistent patterns (Abramova et al., 2022; Gammits and Macintyre, 2008; Hobbs et al., 2019; Jilcott Pitts et al., 2021; G. Turner et al., 2021; Wilder, 2018). For example, exposure to outlets where people are regularly active such as on routes to work or school may be more important than those where people live.

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<sup>a</sup> Corresponding author.  
E-mail address: [anna.isaacs@city.ac.uk](mailto:anna.isaacs@city.ac.uk) (A. Isaacs).

<https://doi.org/10.1016/j.healthplace.2022.102862>  
Received 23 August 2021; Received in revised form 31 May 2022; Accepted 1 July 2022  
Available online 1 August 2022  
1253-8292/© 2022 The Authors. Published by Elsevier Ltd. This is an open access article under the CC BY license (<http://creativecommons.org/licenses/by/4.0/>).

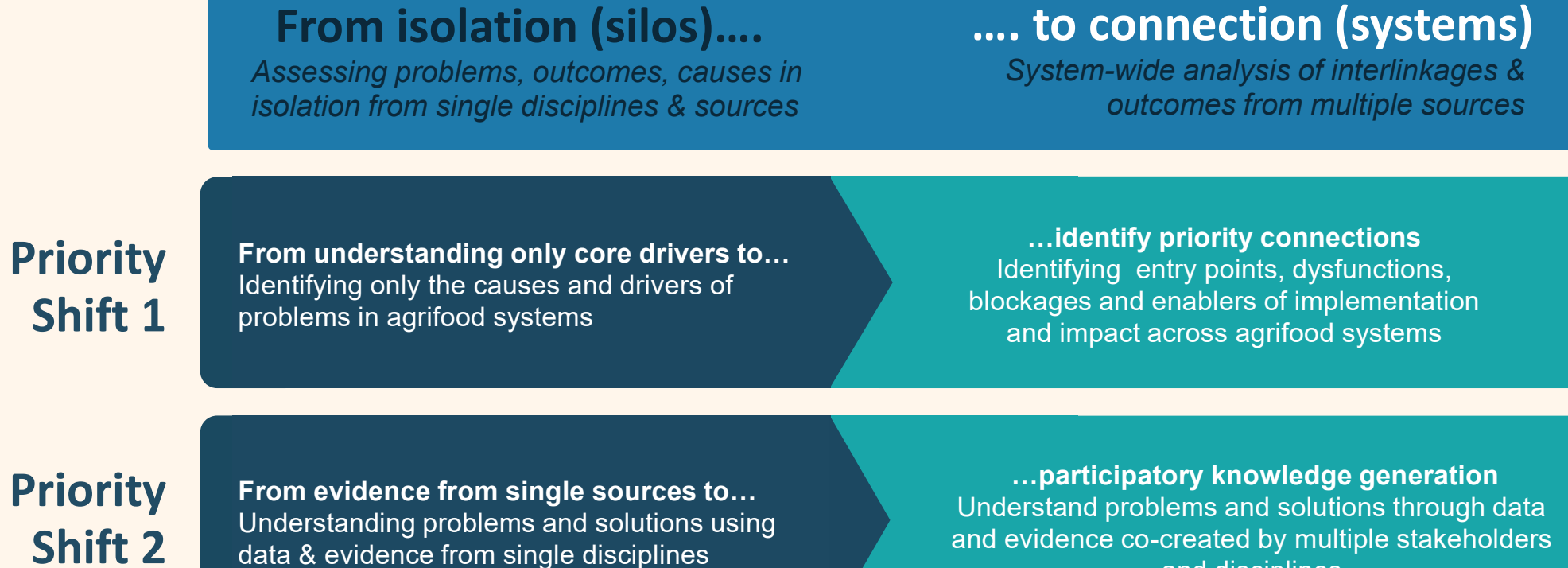
# What does systems doing imply for food systems research and science? Three priority shifts



## SYSTEMS KNOWLEDGE

### Data & evidence

*The data & evidence to inform aligned action*



*From assessing single outcome to...*  
Tracking and assessing different outcomes in isolation

# Priority Shift 2. Inclusive knowledge generation

## Stakeholder-centered methods: perceived impacts of different policy options on agrifood system sustainability, Nakuru, Kenya

		Current maize support	Standard KS-1758	PGS certification	Public procurement	Seed support
Economic	Agricultural GDP	-0.1	0.0	0.4	0.5	0.6
	Poverty*	-0.1	0.1	0.4	0.5	0.6
Sustainability	Undernourishment*	0.3	0.1	0.4	0.6	0.5
	Social					
Nakuru's food system	Undernutrition	-0.2	0.2	0.4	0.4	0.6
	Social equity	-0.1	-0.1	0.4	0.4	0.5
Environmental	Adaptation	-0.4	-0.1	0.6	0.5	0.6
	Soil quality	-0.5	0.3	0.6	0.5	0.6

Note. Numeric scale of -1 (high negative impact) to 1 (high positive impact). Colour scale of -0.7 (red) to 0.7 (green).

\*These indicators were deemed most important by interviewees

Source: D'Alessandro et al, 2021

Identified large consensus on the need for higher availability and accessibility of quality seed to meet food security and multiple goals.



### Harvesting insights for transformation: Developing and testing a participatory food systems modeling framework in Southern Senegal's poultry system

María Bustamante<sup>a,c,\*</sup>, Carlota Rillo<sup>a</sup>, Ibrahima Niang<sup>b</sup>, Lauren Baker<sup>d</sup>, Pablo Vidueira<sup>c,d</sup>

<sup>a</sup> Universidad Politécnica de Madrid, Escuela Superior Agronómica, Alimentaria y de Biosistemas, Departamento de Ingeniería Agroforestal, Unidad de Proyectos, Avenida Puerta del Hierro nº 2-4, 28040 Madrid, Spain  
<sup>b</sup> Institut de Technologie Alimentaire, Route des Pères Maristes, BP 2705 Hano, Dakar, Senegal  
<sup>c</sup> Universidad Pontificia Comillas, Calle Alberto Aguilera nº 23, 28015 Madrid, Spain  
<sup>d</sup> Global Alliance for the Future of Food, 1800 M Street NW Suite 400N Washington, DC 20036, USA

#### HIGHLIGHTS

- Transforming food systems involves challenging the status quo by engaging diverse stakeholders and perspectives.
- We propose and apply a Participatory Food Systems Modeling framework to identify suitable transformation pathways.
- The framework fosters stakeholders' exchanges and cross-learning, providing valuable insights for transformation.
- The case study reveals transformation pathways for poultry systems in Senegal adapted to farmers' livelihood strategies.
- The framework proved significant for stakeholders to inform and support the transformation of food systems.

#### GRAPHICAL ABSTRACT



#### ARTICLE INFO

Editor: Dr. Emma Stephens

Keywords:  
Food systems  
Participatory modeling  
Transformation pathways  
Poultry farming  
Senegal

#### ABSTRACT

**CONTEXT:** Food systems urgently need transformations to meaningfully reduce food insecurity and hunger without compromising sustainability. These structural changes involve challenging the status quo by engaging diverse stakeholders and perspectives.  
**PURPOSE:** This research aims to enhance the contributions of participatory modeling approaches in supporting the transformation of food systems. Thereby, it proposes and applies a Participatory Food Systems Modeling (PFSM) framework to identify desirable and culturally feasible transformation pathways in food systems.  
**METHODS:** Aligned with Participatory Modeling and Soft Systems Methodology principles, the PFSM framework proposes three phases for stakeholders with diverse perspectives to collectively make sense and learn about food systems complexity, negotiate and agree on a desired future, and explore desirable and culturally feasible

\* Corresponding author at: Universidad Politécnica de Madrid, Escuela Superior Agronómica, Alimentaria y de Biosistemas, Departamento de Ingeniería Agroforestal, Unidad de Proyectos, Avenida Puerta del Hierro nº 2-4, 28040 Madrid, Spain.  
 E-mail address: maria.bustamante@upm.es (M. Bustamante).

<https://doi.org/10.1016/j.agry.2024.109941>  
 Received 1 July 2023; Received in revised form 14 March 2024; Accepted 20 March 2024  
 Available online 29 March 2024  
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# What does systems doing imply for food systems research and science? Three priority shifts



**SYSTEMS  
KNOWLEDGE**

**Data &  
evidence**

*The data &  
evidence to  
inform aligned  
action*

**From isolation (silos)....**

*Assessing problems, outcomes, causes in isolation from single disciplines & sources*

**.... to connection (systems)**

*System-wide analysis of interlinkages & outcomes from multiple sources*

**Priority  
Shift 1**

**From understanding only core drivers to...**  
Identifying only the causes and drivers of problems in agrifood systems

**...identify priority connections**  
Identifying entry points, dysfunctions, blockages and enablers of implementation and impact across agrifood systems

**Priority  
Shift 2**

**From evidence from single sources to...**  
Understanding problems and solutions using data & evidence from single disciplines

**...participatory knowledge generation**  
Understand problems and solutions through data and evidence co-created by multiple stakeholders and disciplines

**Priority  
Shift 3**

**From assessing single outcomes to...**  
Tracking and assessing different outcomes in isolation

**...monitor and analyse across outcomes**  
Track and assess across outcomes and assess tradeoffs and co-benefits of interventions with foresight

# Priority Shift 3.

## Monitor and analyze across outcomes

### What does PoOpT do?

The tool uses state-of-the-art policy-modelling techniques to help governments optimize their food and agriculture budgets.

This enables smarter spending decisions within economic and fiscal constraints while simultaneously making strides across critical agricultural transformation objectives such as:



1. Boosting agrifood GDP
2. Creating off-farm jobs in rural areas
3. Lifting more rural people out of poverty
4. Making healthy diets affordable for more people

An added plus is that policymakers can choose how much "weight" to give to each of these objectives, depending on their priorities.







### How does it work?

The tool builds detailed, country-specific scenarios that reallocate public funds over time to maximize impact by:

- 1 Taking the current budget for food and agriculture and projecting it under a business-as-usual scenario
- 2 Factoring in agricultural transformation objectives – in different combinations and relative weights
- 3 Running optimal spending allocation scenarios – with different policy-support measures across subsectors and fiscal constraints
- 4 Producing an optimal budget over time
- 5 Highlighting which spending categories – by policy-support measure and subsector – need increasing or decreasing
- 6 Projecting potential gains for agricultural transformation objectives

The tool has been peer-reviewed and published in renowned economic journals.

### Potential socioeconomic gains of optimally reallocating public spending across policy-support measures in the crop farming and livestock sectors, 2025 and 2030

			Number of rural people lifted out of poverty	Off-farm jobs created in rural areas	More people who can afford healthy diet	Agrifood GDP increase (%)
	<b>Burkina Faso</b>	2025	185 215	54 800	337 621	2%
		2030	616 717	182 709	1 448 952	8%
	<b>Ethiopia</b>	2025	596 802	46 371	3 186 681	2%
		2030	728 939	66 256	5 254 814	2%
	<b>Ghana</b>	2025	236 992	133 310	4 216 027	6%
		2030	275 699	181 503	5 383 325	8%
	<b>Mozambique</b>	2025	321 955	90 095	661 723	9%
		2030	555 336	150 914	1 265 444	11%
	<b>Nigeria</b>	2025	427 166	183 819	1 023 286	1%
		2030	460 287	213 092	1 857 148	1%
	<b>Uganda</b>	2025	250 120	81 954	1 043 022	3%
		2030	139 049	57 988	939 929	2%

Note: Deviation from a business-as-usual budget scenario.

Source: Sánchez, M.V., Cicowiez, M., Pernechele, V. & Battaglia, L. 2024. *The opportunity cost of not repurposing public expenditure in food and agriculture in sub-Saharan African countries – Background paper for The State of Food Security and Nutrition in the World 2024*. FAO Agricultural Development Economics Working Paper 24-07. Rome.

# What are the implications for skills and competences?

## Three priority shifts



### Mindsets

*Mindsets that connect the dots*

### From isolation (silos)....

*Seeing priorities, problems & solutions in isolation*

### .... to connection (systems)

*Seeing beyond mandates and identifying interconnections*

### Priority Shift 1

**From seeing the problem to...**  
Seeing only the visible and direct causes of any problem in agrifood systems

**...see the system**  
Recognizing problems in agrifood systems have multiple, interconnected underlying causes

### Priority Shift 2

**From our own objective to...**  
Considering only own mandate, objective, priorities and perspective

**..collective vision**  
Identifying synergies with other priorities and understanding other's perspectives

### Priority Shift 3

**From asking "what works" to...**  
Searching for high-impact silver bullet interventions in agrifood systems within our own mandate

**..ask "what needs to change in the system to enable impact"**  
Seeking mutually complementary solutions in different parts of agrifood systems and inter-related systems



# Key messages

- Orient food systems science to providing data and evidence to inform Systems Doing
- Embrace diversity of methods for Systems Knowledge (and be clear what they are)
- Build capacity among food systems research community for Systems Thinking

# Thank you

Corinna Hawkes  
Director, Agrifood Systems and Food Safety Division, FAO

[Corinna.Hawkes@fao.org](mailto:Corinna.Hawkes@fao.org)