

GAOD Book Series // Book 3 // Contributions from the Work Groups of GAOD Best Practices from Five Continents

Global Alliance for Organic Districts (GAOD) as models and living laboratories
for the process of transformation towards sustainable food systems



Asian Local Governments for Organic Agriculture

GAOD Book Series

Book 3

**Contributions from the Work Groups of GAOD
Best Practices from Five Continents**

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The **GAOD Book Series** is published in November 2020 as part of the 1st GAOD Summit, successfully hosted under the generous financial support of Goesan County, South Korea. The Founding Partners of GAOD such as the Asian Local Governments for Organic Agriculture (ALGOA), International Network of Eco-Regions (IN.N.E.R.), Regeneration International, the Organic Food Systems Programme (OFSP), etc have worked together to make the 6th ALGOA Summit “Build Alliances Beyond Asia” and the Inaugural GAOD Summit, a successful and rewarding event, with the support and assist from their global partners.

The **GAOD Book Series** contains all the exchanges on the latest research, experiences, and best practices during the event. Five books are created to allow these valuable inputs during the Summit go beyond the 6th ALGOA Summit and the Inaugural GAOD Summit to benefit more people.



The GAOD Book Series

Book 1 **Introductory Phase - Pathways for Cooperation**
Best Practices of ALGOA Members

Book 2 **Covid-19 and Organic Agriculture**
Organic food consumption - a step forward for sustainability

Book 3 **Work Group Reports**
- Organic Districts' Integrated Management
- Communication
- Youth in Organic Agriculture

Book 4 **Work Group Reports**
- Tourism & Gastronomy
- Food Processing
Best Practices of Organic Food Systems

Book 5 **Work Group Reports**
- Regenerative/Organic Farming
- Social Issues
Best Practices from the Five Continents

About Book 3

Book 3 of the **GAOD Book Series** contains the discussion points from the members of **Work Group 1**, which focuses on the integration of all the activities within the organic district – from Management, Planning to Governance and Policies.

Book 3 also contains the discussion points from **Work Group 7**, which features the Youth in Organic Agriculture. The group discusses the role and importance of the youth in advancing the organic agriculture sector as well as identifying the challenges, creating opportunities and how public policies generate involvement from the youth.

Lastly, this book introduces the **Young Organics Global Network (YOGN)**, a group created by young organic leaders as a platform to gather youths from around the world and let their voices be heard, together with their concrete actions as they become the future leaders of the organic sector. YOGN was formally launched during the ALGOA 5th Anniversary in September 2020.

GAOD has been launched with the participation of diverse stakeholders in the organic sector from all the major five continents on October 12th, 2020. It is supported by IFOAM-Organics International and its regional bodies, IFOAM-Organics Europe and IFOAM-Organics Asia.

GAOD would like to express its heartfelt gratitude to Goesan County for its loyal support for the establishment of the Alliance and for the publication of all **Five Books** in November 2020.

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1. Global Alliance for Organic Districts – Work Groups General Description

By Cesare Zanasi / Department of Agricultural and Food Sciences - DISTAL, University of Bologna, Bologna, Italy and the International Network of Eco-Regions (IN.N.E.R)

Setting up different Work Groups (WGs) reflecting the topics involved in Organic Districts management is GAOD's core organizational measure to facilitate and support concrete actions.

Each WG involves participants from the GAOD Partner Meetings. It is also recommended that, when possible, similar WGs are established at the level of each Organic District for local involvement and actions. Hence the organization structure includes two levels: GAOD General Work Groups and GAOD Local Work Groups.

Seven Work Groups (WGs) have been defined.

Within each Work Group the participants will develop initiatives focused on different stages of knowledge production, dissemination, and application.

Information will be available for each WG members and will be collected and organized by the WG communication.

The GAOD coordination group will discuss with the WG representatives' possible joint actions to reinforce each WG initiative and avoid overlapping actions.

WG 1: Organic Districts' Integrated Management, Planning, Governance and Policies

Objectives of the Work Group: Support the Organic Districts in all the start-up, management and organization related activities involving the integration of the different dimensions of the Organic District (technical, environmental, social, and economic). Focus areas are Organic Districts vision, organization structure, planning strategies, performance monitoring, private and public policies.

WG 2: Tourism – Gastronomy

Objectives of the Work Group: Support the Organic Districts in the development of activities related to the start-up, management, and organization of activities of promotion of the territory in terms of its natural, historical, and cultural heritage, including gastronomy. An efficient integration of tourism and gastronomy within the Organic Districts provides a much-needed support to valorize the multifunctional dimension of the farming activity and its integration with different actors of the community (touristic agencies, cultural associations, restaurant owners). This can provide an important contribution to the overall Organic Districts sustainable development, provide a better understanding and value of the work, quality, and lifestyle in rural areas, and inspire the re-population of these areas.

WG 3: Regenerative/Organic farming - Agroecology - Natural resources management and Energy production

Objectives of the Work Group: Support the Organic Districts in the development of activities related to the start-up, management and organization of different sustainable production models where the Regenerative/Organic farming

- Agroecology go hand in hand with the strictly related Natural resources management and Energy production. This will provide a strong support for the Organic Districts in the sustainable supply of food, fiber and ecosystem services which represent the core of the activities.

WG 4: Food: Processing – Distribution- Consumption. Food and nutrition security quality and health

Objectives of the Work Group: Support the Organic Districts in the development of activities related to the start-up, management and organization of activities supporting the different stages following the farming activity. The differentiation of the Organic District economic system, by adding sustainable and locally based Food Processing – Distribution- Consumption activities will contribute to the territorial economic development; the support to a sustainable model of agriculture and food production, provided by this WG, will also involve social and environmental benefits in terms of food quality and health for the communities and other external actors such as tourists, consumers, etc., outside the Organic District.

WG 5: Social issues. Social agriculture - communities' enforcement - urban-rural relations

Objectives of the Work Group: Support the Organic Districts in the development of activities related to the start-up, management and organization of activities related to the improvement of the social conditions of the Eco-region Communities. This involves the strengthening of the community bonds, the creation of a virtuous cycle linking the urban and rural areas where the Eco-Region insist. By facilitating exchanges of ideas, experiences and simply increasing the level of mutual knowledge among people living in urban and rural areas, a mutual benefit for the communities will be provided. Integrating socially fragile and marginalized people within inclusive Eco-Region communities is also another area of intervention this WG will consider in its activities.

Generally, Organic Districts are in rural areas and their main activities are related to agriculture. They supply the local population but also to the population living in cities. Seen in the perspective of the need for an integrated food system approach for healthy and environmentally friendly dietary patterns, this opens up for developing new rural-urban linkages to provide more and better jobs for youth in agriculture and food systems and in general, a potential for the revitalization of rural areas.

WG 6: Communication

Objectives of the Work Group: Collect, organize and distribute all the relevant information related to the Organic Districts activity with the aim of promoting their development in relation to the relevant stakeholders (public, private and civil society organizations) including the general public.

Another relevant aspect related to this WG is the communication among the members of Organic Districts not only supporting the management but increasing the awareness and pride of being part of an Organic Districts. This plays an important role in increasing trust, collaboration, and commitment within and between the Organic Districts communities. The WG communication plays a strategic role for the GAOD success.

WG 7: Youth and organic agriculture (ref “Young Organics Global Network”)

Objectives of the Work Group: valorize the role of Young members as carriers of innovative ideas ensuring a sustainable and food-secure future. Provides GAOD updated info on new trends and available innovations.



(Photo Credit: Goesan County / Inaugural GAOD Summit)

2. WG 1 Organic Districts' Integrated Management, Planning – Governance – Policies

By Cesare Zanasi / Department of Agricultural and Food Sciences - DISTAL, University of Bologna, Bologna, Italy and the International Network of Eco-Regions (IN.N.E.R)

Objectives of Work Group 1

Supporting the Organic Districts in all the start-up, management and organization related activities involving the integration of the different dimensions of the Organic District (technical, environmental, social and economic). Focus areas are Organic Districts vision, organization structure, planning strategies, performance monitoring, private and public policies.

The most important Topics which Work Group 1 should address relate to

– Description of the Organic Districts:

- different evolutionary paths undertaken by the Organic Districts (OD) with the aim of considering different types of Organic Districts in terms of actors involved, their roles and the social, economic and environmental context;
- different set of characteristics defining an Organic Districts in different contexts
- different policies implemented by the Public and Private institutions, leading to the Organic Districts constitution, and current activities implementation;
- participation of the civil society to the Organic Districts constitution and current activities implementation.

– Analysis

The drivers leading to Organic Districts set-up in different contexts:

- The existence of a common set of values and other technical, economic and social aspects identifying an Organic District;
- The factors influencing the different Organic Districts development and social, economic and environmental performances

Definition

- Suggestions to the local public and private actors in defining the Organic Districts development strategies
- Suggestions to the local Civil Society in order to more effectively participate in the Organic Districts development
- Suggestions to the national and international public, private and civil society (NGOs, associations, media and single persons) institutions on how to contribute to the overall strategies for a sustainable and effective Organic Districts development.

– Implement activities to reach the above-mentioned goals

- Education
- Research
- Advocacy
- Communication
- Knowledge exchange
- Innovations/solutions testing and application.

During the WG1 Breakout sessions different presentations have been provided contributing to the discussion of these aspects.

In particular, the description, policies implementation, actors' participation and impacts of the organic districts have been considered by the following presentations from Sikkim State, India, Kauswagan, Philippines and a project under by the central government of Indonesia.

Contributions from the Participants of Work Group 1

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Work Group 1 Case Studies

Case Study 1

(China) The Social Benefits of Developing Organic Agriculture in Xichong

By Qu Li, Ma Piping, and Zhou Hanshu (Beijing Continental Hengtong Certification Co. Ltd)

Introduction

Organic Agriculture has three main benefits inclusive of social, economic, and ecological benefits. This paper focuses on the social benefits of organic agriculture in Xichong county - a small county located in Southwest China and famous for organic agriculture.

Unique Approach

Xichong County was established in 621 AD (Tang Dynasty) and located in the southwest of Nanchong City, Sichuan Province, with a total area of 1106.59 square kilometers and a population of about 680,000. It is a subtropical humid monsoon climate area with shallow hilly landforms. It is famous for its sweet potato, 'Erjingtiao' peppers, 'Xifeng' oranges and Chongguo peach. Before 2008, Xichong as an agricultural county with a large population with the GDP at 6 billion yuan, and the per capita GDP at less than 10,000 yuan. As such, young people left for big cities and the county composed of mainly the elderly, children, women, the sick, and disabled people. The county had many social problems with a high divorce rate, and psychological problems among the young, etc.

In 2008, the Government of Xichong County recognized the importance of developing organic agriculture. Experts were recruited from various fields and the Xichong Organic Office was set up to develop organic agriculture. This momentous decision led to the rapid development on organic agriculture in the county. At that time, only two operators in the county were certified organic, which involved vegetables and miscellaneous grains. The certified area was only about 150 hectares. In 2009, under the leadership of Xichong Organic Office, more than 10 farms applied for organic certification and the products included sweet potato, Xifeng navel orange, grapes, loquat and other fruits, peppers, tomatoes and other vegetables, beef cattle, pigs, chicken and other animal husbandry products. There were only few registered companies or cooperatives at that time, two of the organic conversion certificates were even issued to individuals. This is the first step in organic farming in Xichong county.

To pursue a rigorous development of organic agriculture, Xichong has formulated and issued a series of measures as follows:

1. Funding for infrastructure, facilities and equipment, and certification, such as insecticidal lamps, facilities for compost, etc,
2. Organic inputs subsidies, such as fertilizer, plant protection products. There is an organic shop for inputs in Xichong, and operators are able to buy organic inputs at cheaper prices due to the government subsidies on inputs.
3. Capacity-building programs were offered on the technical aspects including organic national standards technical training and production technology onsite training.
4. Marketing subsidies were set up to build linkages with the consumers and. organic shops for Xichong organic products were opened in many big cities such as Beijing, Shanghai, Guangzhou, Chengdu and Chongqing.



A Training Session



Field Training on pest control



Xichong Organic Shop in Beijing

Publicity

Xichong County fully recognized the importance of publicity and branding from the beginning of the establishment of the Organic Office. There were three main aspects.

First, to promote organic concept through various medias, the county made full use of billboards,

television stations and other media. The organic principles 'health, ecology, fairness and care' are very well-known to the public.

Second, the establishment of specialty stores in large cities such as Beijing, Guangzhou, Shenzhen, Chengdu, and Chongqing, and the sale of the characteristic organic products of Xichong have been very successful in the big cities.

Third, the county built a unified regional brand. In 2017, it released the county-level high-quality agricultural product unified brand called 'Haochongshi', which includes the name of Xichong, but also makes full use of the 'chongshi' homonym which means 'to enrich', and this has become quite a catchy word. This branding has been very effective in promoting the healthy development of Xichong organic agriculture.

Impact

In 2011, Xichong was recognized by China National Certification & Accreditation Agency (CNCA) as one of the first Organic Certification Demonstration Creation Zones. After 12 years of development, changes take place almost daily and the county has become more and more beautiful. The changes affected the environment, economy and the society. The main changes are as follows:

First, there were more than 50 certified organic companies in Xichong, with a total production area of 4,500 hectares. More than 100 varieties of products are produced including grains, oils, miscellaneous grains, fruits, and vegetables. This has led to increase in employment of nearly ten thousand people and attracted nearly a hundred people to return to their hometown to start businesses.

Second, Xichong County had become a popular gold signboard in the organic agriculture although it is a small rural county. More and more local governments and enterprises visit Xichong to study and promote the experience of Xichong.

Third, in accordance to the development of organic agriculture, Xichong attracted many natives to return home, start a business, set up an agricultural cooperative or company, and engage in the production and sales of organic products. So, the number, area and product range of certified organic operators are increasing year by year.

Additionally, infrastructure construction in Xichong County had also undergone changes for urban reconstruction, ecological restoration, and natural parks such as North Wetland Park, Lianhua Lake Park, etc have been opened.

The county has also built a traffic circle that run through the entire territory of Xichong, and the county-township highway are fully connected forming a 'half-hour economic circle within the county'. Urban development is fully integrated with the strategic development other nearby cities. A 5-star Hotel has been built to facilitate international organic events. As such, the development of organic agriculture contributes not only to the growth of the GDP but also to the preservation of the environment, boosting tourism and to the overall happiness of the citizens of Xichong.

Acknowledgement

The authors would like to thank Mr Yang Congwen from the Xichong Organic Office for his assistance in the writing of this paper.

Case Study 2 (Indonesia) The “1000 Organic Villages” Project

By Jennifer Chang, Executive Director, Asian Local Governments for Organic Agriculture

The “1000 Organic Villages” project is one of the nine Project Priorities of the President Joko Widodo of Indonesia and is under the jurisdiction of the central government.

The project is undertaken nationwide with the aim for “fostering sustainable agriculture under bio-eco-region basis through the development of organic farming which is efficient in land and water use”.

The project aimed for the creation of a minimum of one thousand villages as production centers of organic farming by 2019, and an additional one thousand more villages up to the year 2024.

By 2019, 600 villages have been identified as organic crop production centers, mainly rice production (for domestic and export markets) and 250 villages as organic horticulture production centers for fruits and vegetables (for domestic market). A further 150 villages were identified as organic plantation crops centers such as coffee, coconut, etc., for the export market

Currently, the project is undertaken in 22 Provinces nationwide.

Central Government Support for Farmers

One of the first supports undertaken by the government was to setting up organic seed production centers integrated in the villages that have been identified for the “1000 Organic Villages” project.

Each village received government funds of IDR 275 million (USD 21,000) per village annually.

The capacity building of farmers was one of the key priorities undertaken for the transformation into organic agriculture. Farmers also received support for organic inputs such as compost and fertilizer as well as the necessary tools and machinery.

Cost of internal control systems (ICS) development and certification costs are covered by the government.

Currently, the government also provides assistance for value-addition, packing and marketing of the products.

Challenges in the Project

As a project driven by the central government, the project has been criticized as a top-down project, with limited access for participation by the private sector and the civil society organizations including organic groups. Information on the projects and its progress has been limited but changes are foreseen with the participation of pro-organic local governments in the project.

An important lesson can be drawn from the 1000 Organic Villages, the Sikkim Organic State and the Peace Path Workshops cases – the successful development of Organic Districts needs the participation of all the different actors such as Public and Private institutions, civil society and individuals. Their contribution can vary according to different contexts but is always necessary.

Case Study 3 (Italy) Cilento Eco-Region

By Emilio Buonomo, President, emiliobuonomo@gmail.com



In 2004 started the public process of constitution of the Cilento Eco-Region. It's located in the "National Park of Cilento, Vallo di Diano and Alburni" (Campania Region), in Italy. It covers an area of 3,196 square kilometres and includes 39 municipalities, 400 organic farms and three major archaeological and cultural sites (Paestum, Padula and Elea-Velia).

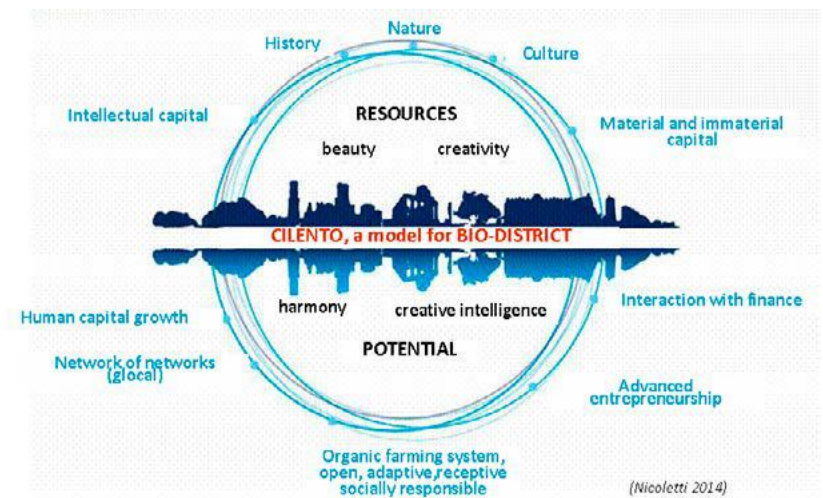
The Cilento has been awarded (the first case in the world) four UNESCO recognitions: the National Park of "Cilento, Vallo di Diano e Alburni" is included in the list of UNESCO World Heritage Sites, in the list of UNESCO Geoparks as well as in the UNESCO Program on Man and the Biosphere (MAB). Additionally, it was in the Cilento that Ancel Keys conducted his studies on the Mediterranean diet, which was later (2010) recognized by UNESCO as an intangible heritage of humanity. In this land, farmers, citizens and public administrators have formed a pact for the sustainable management of local resources.

Initial activities focused on creating a network of organic farms, producer associations, municipalities, caterers, eco-tourism operators, and consumers, through short supply chain initiatives. In few years, the Cilento Bio-district had attracted a large number of local actors and produced results that had a great impact on the region.

Before the Eco-Region, the situation in Cilento was critical: high depopulation flow was hindering the agriculture, young people and women were without job opportunities, businesses were closing and tourism only seasonal.

Today, after 16 years of activities:

- 39 municipalities are involved in (organic public canteens in the schools, green management of public land)
- positive trend for organic land (2000 Hectares) and farms (400 units), many others are in conversion to organic
- 100 organic farms adopted a multifunctional organizational (didactic farms, social farming, etc.)
- 70 businesses with their own organic brand managing a direct commercialization
- new job opportunities started, in particular for women and cooperative of young people
- some enterprise networks, associated around quality produce (oil, wine, white figs, chestnuts, etc.), have increased their income of a 10% yearly during the last 3 years (as the market trends)
- a consistent network of local organic businesses, producers, municipalities, eco-tourism operators, restaurants, consumers with frequent relations through the purchasing groups with a big impact on the whole territory
- the constitution of few innovative leader- enterprises and businesses to promote the territory as an eco-tourism destination, not seasonally linked
- service centers for technical assistance, training, innovative research to farmers.
- www.biodistretto.net/bio-distretto-cilento/



(Photo Credit: Cilento Skyline, Prof. Domenico Nicoletti)

Case Study 4 (Philippines) “Arms to Farms Movement: Walking Through the Paths of Peace”

By Jennifer Chang, Executive Director, Asian Local Governments for Organic Agriculture

The “Arms to Farms Movement” must be one of the most inspirational developments in the world that involved organic farming at the core. It has brought peace to a war-torn municipality, social cohesion and most importantly, sufficient food and income for the “rebel-farmers”.

The Municipality of Kauswagan located in Mindanao Island, Philippines, have been strived with armed strife from the 1970s between armed rebels and the Philippine National Army.

In 2010, Mayor Rommel Arnado (current mayor of Kauswagan) who is a great organic advocate, stepped in to overcome the root causes of the conflict. Through a series of dialogue with the rebels, Mayor Rommel discovered that the roots of the decades-long strife were found to be rooted in poverty, food insecurity and inequalities between population groups, notably Muslims and Christians.

Peace-building Process and Transformation to Organic Agriculture

To address the problem of poverty and food insecurity, Kauswagan instituted the transformation into organic agriculture. A series of agricultural training programs were started to help former rebels reintegrate into society with the assistance of the Philippine National Army, the Agricultural Training Institute, and various civil society organizations.

“Peace Path Workshops” were held to restore trust and social unity within the different groups of the community and were led by CSOs and religious leaders involving as many parts of society as possible.

Problems	Solutions	Details	Outcomes
Food Shortages/Hunger Alleviation	Organic Farming	Training given to rebels on organic farming practices & relevant technology	Hunger Rate has decreased by half (2020) rebels have exchanged their arms for farm equipment
Social Inequality	Government subsidies Procurement by the municipality	Rebels received a significant cash assistance to start over and develop their farms	More rebels returned to farming More income for the rebel-farmers More food on the table More investment in children's education

(Source: Kauswagan Municipality)

Impacts

By 2020, the rate of hunger has decreased by half and there was more food on the table, attracting more rebels to lay down their arms to return to farming. There was more money to invest in the children's education and health of the family.

Organic Agriculture became a central component in all the policies of the municipality and the municipality provided support and subsidizes such training, extension services, etc. as to the farmers to take up organic farming practices.

For its efforts, in 2016, Kauswagan was awarded the Peace Prize by the United Cities Local Governments (UCLG).

An important contribution coming from the Peace Path Workshops is the presence of an Innovative Leader who can represent a catalyst for impacting the actions of the existing stakeholders actions and effectively start the process of creation of organic districts.



(Photo Credit: IFOAM Asia / Members of Asian Organic Youth Forum Visiting Kauswagan in 2018- truck ride to visit an organic farm of a rebel returnee farmer).

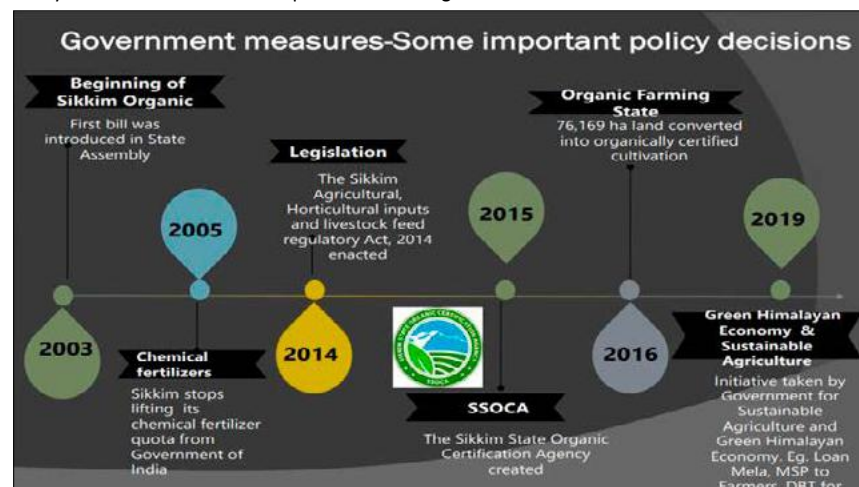
Case Study 5

(India) Sikkim Achieves 100% Organic

By Jennifer Chang, Executive Director, Asian Local Governments for Organic Agriculture

The State of Sikkim, India became the first state in the world to achieve 100% in 2015. This significant step was achieved in twelve years after the then Chief Minister, Shri Pawan Chamling, announced his vision to make Sikkim 100% organic.

The political will to go 100% organic was the key factor to achieve 100% in the space of twelve years. All the necessary legislation was passed starting with the first bill introduced in 2003. The “Organic Policy of Sikkim” outlined the steps to achieve the goals.



(Figure 1. Summary of all legislation passed from 2003 to 2019. Source SSOCA)

Legislation passed included the ban on the use of plastics, the phasing out of the use of chemical fertilizers and pesticides, etc. Other government measures support for included training on organic agriculture practices and certification. The government covered the costs of certification under internal control systems.

Other support for farmers included the support for farm inputs, building of compost pits and azolla ponds, the provision of organic seeds, extension services, etc.

Another noteworthy development was that consolidation of the value chain. Government supports went beyond production – policies were set up to promote marketing and processing. The strategy for organic husbandry being formulated by the government.

Impacts

The development of organic agriculture in Sikkim is part of the sustainable, socio-economic development of the state and organic agriculture is embedded in all its policies and strategies.

As a mountainous state, tourism has always been a major source of income but with the image of “organic” since 2015, tourism went up by 50%. There were also massive afforestation efforts undertaken by the government to protect the natural environment.

Sikkim has become one the states in India with the lowest incidence of malnutrition. There is more than 40% Female work participation (national average 26%) and 37% increase in investment in the social sectors especially health and education.

The transition to achieve 100% organic was possible due to the involvement of all the important stakeholders in the society and not only the farmers and the government. The process to achieve 100% was undertaken through phases and done with social consensus.

The contribution of the Local Governments to the creation and successful development to achieve 100% organic is an important contribution coming from the Sikkim Organic State. It shows how different models can be applied to the creation of an Organic district, depending on the context in which they take place. In this case the large scale of the initiative and the relatively scarcity of resources are aspect justifying an important local government coordination role.

The Analysis of the Performance, Development and Definition of the Organic Districts – The Eco-region's Tool-KIT

By *Salvatore BASILE, President of International Network of Eco-Regions (IN.N.E.R.)*

The Eco-Regions Tool Kit has been developed to facilitate the start-up and the management of an Eco-Region. The IN.N.E.R association aims at protecting, promoting and coordinating the correct application of the “Eco-Regions methodology” in the territories where the farmers, local authorities and citizens want to find a deal for the sustainable use of natural resources, on the basis of organic agriculture and agro-ecology.

Methodology

The methodology is a unique and worldwide applicable scheme that works for all different forms of Eco-Regions/Organic-Districts. It involves 10 steps.

1. Joining IN.N.E.R. Scheme, delivery of the Tool kit.
2. Pre-feasibility check of the Eco-Region/Organic District characteristics by the IN.N.E.R. experts.
3. Public forum and establishment of an official promoting committee of the Eco-region/Organic District.
4. Preparation of the first draft of the “strategic document”, which contains also the guidelines for communication and education.
5. Resolutions of the participating Institutions/bodies in the establishment of the Eco-region/Organic District.
6. Establishment of the Eco-region/Organic District.
7. First evaluation of the Eco-region/Organic District's performances (Eco-regions' Monitoring Tool).
8. Definition of the action to be taken, as a consequence of the evaluation at point 7 and lastly an update of the “strategic document”.
9. Release of the “Eco-region/Organic District IN.N.E.R. certificate”
10. Support actions to correctly manage the Eco-Region/Organic District.

Thirteen Tools

The Tool-Kit is made of 13 tools, that are identified by a recognition code:

- D1.1EN: GENERAL INFORMATION ABOUT “TOOL KIT”
- D1.2EN: PROCEDURES
- D1.3EN: STATUTE
- D1.4EN: DISCIPLINARY
- D1.5EN: REGULATION
- D1.6EN: JOINING IN.N.E.R. AND SUPPORT REQUEST
- D1.7EN: RESOLUTIONS
- D1.8EN: CONSTITUTION
- D1.9EN: STRATEGIC DOCUMENT
- D1.10EN: TRAINING
- D1.11EN: COMMUNICATION
- D1.12EN: MONITORING
- D1.13EN: CERTIFICATION

In this book there is already a description of the “Monitoring tool” (D1.12EN) by Prof. Zanasi (following article). I report below, as an example, also an extract of the “STRATEGIC DOCUMENT” Tool (D1.9EN).

This form contains the basic information on how to develop the strategic document by area, which all Organic Districts/Eco-Regions must have.

The Strategic Document is divided into the strategy, objectives and actions. This setting is the result of a negotiation process in which three categories of decision makers participate:

1. local authorities who decide to participate in the development and adoption of the strategic document;
2. other public entities participating in the preparation and the management of the plan;
3. the private entities who participate in the various actions of the strategic plan.

A set of internal officials and technicians and external experts are added to the three categories above mentioned. The role of the technicians is to formulate the various analyses required during the planning process and, above all, they are involved in the translation of the results of the negotiation process into documents to be submitted to the approval of the members, better if organized in a forum.

Strategy, goals and plan actions express an objective indication, above all a desire to implement the Eco-Region adopting a participatory approach. The strategic plan expresses a vision of a possible future for a given territory and indicates the path to achieve it, through a series of specific actions.

The choice to include some actions in the plan, among the many possible, is motivated by three essential factors: the search for the strategic value of each action, the expected benefits from the action and the contribution that can provide to the achievement of the objectives and the strategy of the plan itself.

The goals that can be achieved in a given territory and the actions to be taken in order to reach those objectives are parts of the plan.

Example of INDEX of a Strategic Plan by Area

1. INTRODUCTION

- 1.1 Description of the Eco-Region/Organic-District
- 1.2 Why a strategic plan
- 1.3 The Strategic Plan

2. THE TERRITORY

3. FUTURE'S VISION

- 3.1 the method
- 3.2 the path
- 3.3 the actors involved

3.4 the strategy lines

- 3.4.a 1st example of a strategy: promote entrepreneurship and quality employment throughout process and product innovation, training and enhancement of the territory
- 3.4.b 2nd example of a strategy: improve access to information and communication technologies
- 3.4.c 3rd example of a strategy: protection of the territory and local communities (promoting adaptation to climate change, risk prevention and management)
- 3.4.d 4th example of a strategy: improve the competitiveness of SMEs, with particular regard to those in the agri-food sector
- 3.4.e 5th example of a strategy: enhance natural and cultural resources throughout forms of responsible eco-tourism
- 3.4.f 6th example of a strategy: promote social inclusion and the fight against poverty and all forms of discrimination
- 3.4.g 7th example of a strategy: promote more sustainable mobility and integration
- 3.4.h 8th example of a strategy: investing in education and training for the development of new knowledge / skills and for lifelong learning

3.5 list of priority actions, with the different levels of governance

3.6 overview of the expected benefits from the implementation of the strategic plan

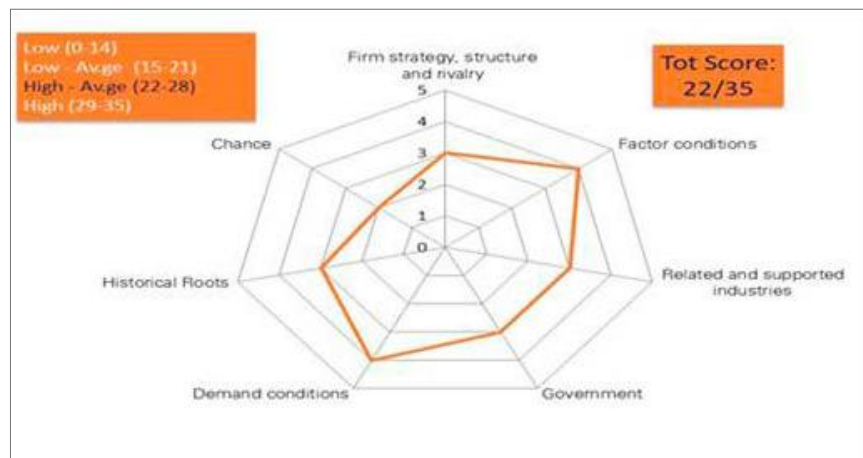
4. THE PRODUCTION

- 4.1 the implementation paths
- 4.2 protocol of intent

The full version is available in the Eco-Region's Tool-Kit.

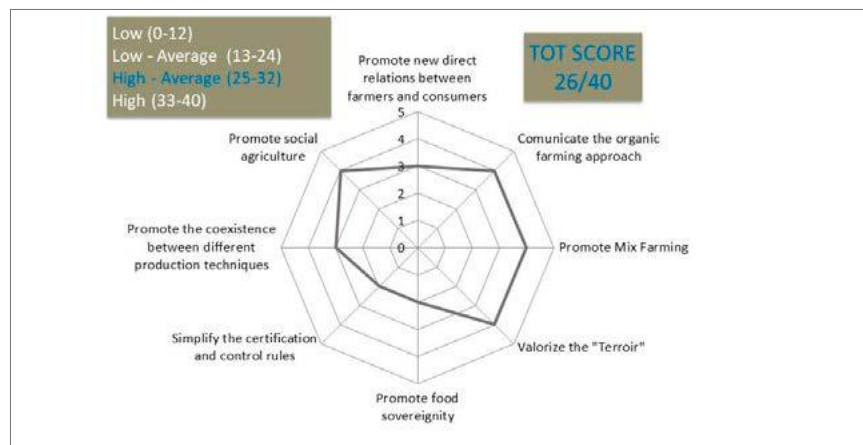
An example of results of the Application of the Monitoring tool in the Cilento Eco-Region is shown in (Graphs 1-3 and Table 1)

Graph. 1 Eco-Region Competitiveness



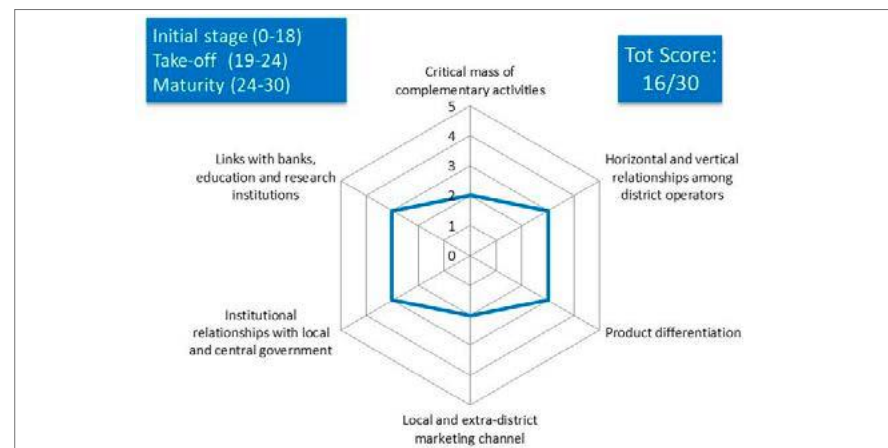
Source: (Zanasi et al., 2020; Pugliese et al. 2013)

Graph. 2 Compliance to the Eco-Regions Principles



Source: (Zanasi et al., 2020; Pugliese et al. 2013)

Graph. 3 Stage of Development of the Eco-Region



Source: (Zanasi et al., 2020; Pugliese et al. 2013)

Table 1 Type of Eco-Region Market orientation

Type of Eco- Region by market orientation and local demand

- Local prevalent
- Local, present orientation towards non-resident population (tourists etc.)
- Local prevalent but potential orientation towards extra Eco-Region Markets D
- Local, present orientation towards non-resident population, but potential for extra Eco-Region consumption D
- Prevailing Extra- Eco-Region market orientation
- Extra-Eco-Region markets orientation prevailing, and local consumption mostly from resident population
- Present Extra-Eco-Region markets orientation but potential orientation towards local, and local consumption mostly from resident population D
- Present Extra-Eco-Region markets orientation, potential orientation local market with local consumption from non-resident population D

D= present market orientation different from most efficient Eco-Region model

Source: (Zanasi et al., 2020; Pugliese et al. 2013)

Impact

The application of this monitoring tool will have a deep impact on the Organic districts' development for different reasons. First, and most obviously, it will provide the local communities a relatively simple and scalable tool supporting the Organic districts' management and the local policies definition. The indicators adopted, ranging from Social, Technical, Economic and Environmental aspects will provide a systemic and synthetic overview of the most relevant drivers' influence on the Eco-Regions development.

The local communities' involvement in the analysis and in the results discussion will increase their awareness and capability in terms of understanding how the Organic districts works, thus encouraging their proactive participation. By adopting a clearly structured monitoring tool and a common vocabulary, the different Organic districts will more easily share information among themselves and with the external actors (regional, national international organizations). Making the knowledge exchange among Organic districts easier will also contribute to the creation of a critical mass of Organic districts' related organizations like GAOD, improving their capacity to influence the local and global debate.

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Final Report of Work Group 1

Beside the formal presentations an intense discussion among the participants took place during the WG1 breakout session. The main topics considered, and the results of the discussion, are reported.

WG1 October the 13th

First day: exchange of info on what are the main aspects the participants consider as relevant in the Organic Districts development
Experiences among the countries present (China, Korea, Italy, India, Philippines, Indonesia, Tunisia)

Main outcomes

- Relation between stakeholders in an Organic district as a fundamental driver for their successful development.
- Focus on relation between farmers – local governments, national governments and international bodies
- Necessity to stimulate a bottom-up development for Organic Districts emerged but also the necessity to, at the same time, improve the local stakeholders (farmers, processors, local governments) empowerment.
- In the Chinese, Indonesian, Tunisian and Indian context (Sikkim) the role of top-down approaches could be beneficial if governments stimulate local actors' initiatives and keep the organic districts activities alive before a self-sustained development stage takes place.
- Training the local actors to work both at local and global level is essential to generate a durable bottom-up development for Organic districts.

- Governments need to be more effectively in touch with farmers; difficulty in communication
- The influence of the economic system (centralized/planned economy vs. a more market-oriented economy) influences the approach to Policies and the Governance, as well as the size of the Organic District.

WG1 October the 14th

- Presented an analytical framework for an integrated analysis of Eco-Regions structure and performances; provides support to private and public actors' policies (Italy).
- Continued the discussion on different policies and governance systems in organic territories management.

Main Outcomes

- Example from the Philippines where, different from Italy, sometimes organic districts involve associations of municipalities and the starting point of organic district development is the single municipality; the strategy is to first develop a strong community base able to manage the Organic District development and the relate to "external" institutions which can support the Organic District development, without incurring in loss of empowerment for the local communities
- Example from Sikkim Organic State in India, where a participative and careful preparation of the organic development strategy was managed top down by the State Government. Example of successful initiative; some problems emerged (not enough supply when compared to demand, logistics not able to support the increased organic production).
- Example of China where the Central Government policy is pushing for a quick development

of organic agriculture; this represents a favourable chance, but some problems should be solved in terms of increasing the real commitment of local authorities in developing effective solutions integrating organic farming to the entire food system.

Discussed how in the different countries organic districts are defined and their Governance

- Different experiences emerged, strictly related to the national contexts and type of development (bottom-up or top-down)
- In general, a baseline aspect was simply to comply with the organic certification rules locally defined; in the Philippines the presence of a master plan for the organic development of a territory is enough to define it as Organic district; in China organic districts are appointed by the Government on the base of a program for developing the area as an organic district (Demonstration organic districts). In Italy legislation is trying to define some characteristics which include not only the presence of organic farming but also the development of socially economically and environmentally sustainable initiatives.
- Possibility to define a baseline common set of characteristics defining an Eco-Region is advisable, but always avoiding a bureaucratic/formal approach based on threshold values.
- Interest was expressed to use (and adapt to local conditions) the performance indicators for Organic Districts presented by Italy.
- The role/importance of group certification schemes (gathering small-scale farmers) was acknowledged as driver for Organic Districts development

October the 15th

- Discussed and Compared ways of monitoring Organic districts
- Provided example of Performance monitoring tool designed for Eco-Regions (Italy)

Discussed from representatives from India, China, Indonesia, Italy, & Philippines

- Generally agreed that measuring the extent of the organically cultivated area is not enough
- Sound planning requires a broader list of indicators encompassing the economic-social and environmental aspects (Biodiversity among others)
- Underlined the necessity to involve local stakeholders, in particular organic farmers, in the process and to provide weights to the different indicators, according to their relevance in different contexts
- Underlined the necessity to initially exchange info and align our knowledge of the different monitoring approaches
- Progressively discuss and try and find out some common features in our Organic Districts monitoring approaches, in order to facilitate knowledge exchange
- In general, GAOD should provide suggestions when requested by the members; it is not a regulatory body

Discussed how different Organic districts define their policies/plan their Development

- Different approaches were provided from the Philippines, where a complex but very well-structured participatory approach to Organic districts master plans is defined
- In China and India (Sikkim state) the role of the Government is central both in collecting info and planning Organic Districts development Policies
- In Korea, the strict collaboration between local and central governments provides a solid support to Organic district development policies.

Report from Work Group 6: Communication

Objectives of the Work Group

Collect, organize and distribute all the relevant information related to the Organic Districts activity with the aim of promoting their development in relation to the relevant stakeholders (public, private and civil society organizations) including the general public. Another relevant aspect related to this WG is the communication among the members of Organic Districts not only supporting the management but increasing the awareness and pride of being part of an Organic Districts. This plays an important role in increasing trust, collaboration and commitment within and between the Organic Districts communities. The WG communication plays a strategic role for the GAOD success.

Participants of this Work Group

Salvatore Basile (Leader/Rapporteur), Italian (President of IN.N.E.R. / Co-President of GAOD)

Karen Mapusua (Leader), Director of the Land Resources Division of the Pacific Community, Co-founder of the Pacific Organic & Ethical Trade Community, Vice President of the IFOAM Organics International World Board and has previously served on the Board of Directors of Fairtrade Australia New Zealand, she is a national of Samoa and Australia, KarenM@spc.int

Cassiano Luminati, Swiss (Valposchiavo Smart Valley Bio), cassiano@luminati.eu

Emilio Buonomo, Italian (Cilento Organic District President), emilibuonomo@gmail.com

Michele Barchiesi, Italian (DIBIUM – Organic District of Umbria Region President), michelebarchiesi@dibium.it

Giuliano D'Antonio, Italian (Journalist – FONMED President), presidente@fonmed.it

Alessandra Loi, Italian (Consultant in communication for Public Administration), alessandraloi.pdc@gmail.com

Ada Qin, Chinese (Abovefarm: www.abovefarm.org), ada@abovefarm.org

Marianna Fierro, Italian (EcoBioNews), mariannafierro1996@gmail.com

Introductory words

The most important topics which Work Group 6 addressed are:

- achieve the main goal of GAOD (create a critical mass) through a simple and effective communication strategy, directed to all the target groups (producers, consumers, public administrators, governments, environmental associations, touristic operators, etc.);
- Internal Communication (GAOD)
- external communication
- GAOD Communication Tools (web, social, events, etc.)
- Karen Mapusua highlighted how often in rural areas it is necessary to have direct contact with people and have direct communication, possibly also carried out by “communication mediators”.

What is currently available from GAOD members or participants to the Work Group 6

During the Work Group 6 Breakout sessions different presentations have been provided contributing to the discussion of the most important topics.

Work Group 6 - Presentations and references

MED-LIMES International Short Film Festival

In Italy there is a good example of innovative communication developed by Giuliano D'Antonio, President of FONMED – “Foundation for Cooperation and Development in the Mediterranean”. The “MED-LIMES International Short Film Festival” take place every year in Salerno (Italy). The general objectives that the International Exhibition proposes to pursue are: a) the use of the medium of cinema to spread and make known the different cultures and identities that coexist in the Mediterranean area, b) the promotion of works by emerging filmmakers who have a great cultural value, c) focus on the themes of the 17 SDGs, the Sustainable Development Goals; spreading the principles, tools and individual commitments that each citizen and signatory state can take to achieve them.



(Photo Credit: FONMED - MED-LIMES International Short Film Festival in Salerno – Italy)

Communication Tools Dedicated to Organic Districts

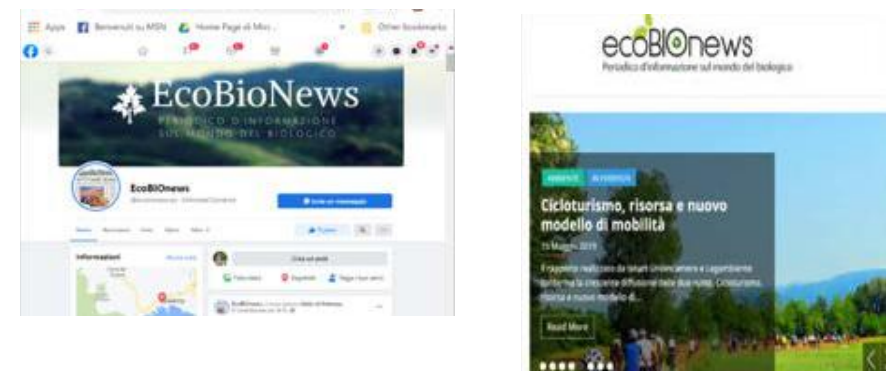
Already developed by IN.N.E.R.: web, social, magazine and a series of books dedicated to best practices in organic districts.



(Photo Credit: IN.N.E.R. – International Network of Eco-Regions)

Eco-Bio-News

Marianna Fierro presented the EcoBioNews. The on-line Magazine devoted to the culture of green economy in all sectors: organic agricultural production, sustainable tourism, energy policies, the 17 Sustainable Development Goals of the ONU and the stories of people and companies operating in the green sector / green lifestyles.



(Photo Credit: EcoBioNews)

Abovefarm

Ada QIN presented the good communication practices developed by “Abovefarm”, an independent communication Organization based in Shanghai, China, that promotes healthy organic living and engages in harmonic relationships between urban and rural area. Particularly interesting is the “seeds preservation practice” promoted by Abovefarm in cooperating with traditional organic district Ox Tribe in Guizhou, China and help them to promote from traditional seeds preserving to the traditional varieties of rice to commercialization.

Ada QIN presented also the “AboveKitchen” initiative, which consists in inviting great chefs to cook with local products in organic farms that matching the standards of Abovefarm’s farm evaluation system. By entertaining a media round table, the media could communicate on sustainable food, lifestyle and thinking.

Finally, Ada Qin presented the cooperation with popular fashion and lifestyle publications in China with the topic “Go To Sustainable Farms” for photographing competition. By encouraging more people to go into organic and sustainable farms and use their cameras to record the art of nature, Abovefarm communicate the sustainable food, life and thinking to the public.



(Photo Credit: Abovefarm – Nande farm on the outskirts of Shanghai - Harvesting season – old variety of upland rice was brought to Shanghai by Abovefarm from the Oxen Tribe farm in Guizhou. It is called Kaifu Hanhe (开福旱禾)

Summary from the Work Group

GAOD possible future development on topics related to the WG 6

- GAOD Communication Strategy: Communication plan that includes both an “Internal Communication” and an “external communication”
- To organize an International Short Film/Pictures Festival on organic districts experiences
- GAOD Communication On-line Platform
- To develop the “GAOD virtual booth”, a space within a larger virtual events. The aim is to generate meaningful conversation with attendees. A variety of assets can be displayed. These include static text, logos, banners, video and even a chatbot. Either way, the attendee can engage directly with the “exhibitor” (ie GAOD’s Members). Conversations can be instant, a contact form or simply be a link to more. Often, virtual booth exhibitors will host live discussions or demos.



The Work Group 6 participants agree to undertake the following tasks:

- To develop a common communication strategy on the organic districts
- To develop the multilanguage GAOD Communication Platform (gaod.online) in order to guarantee everyone full access to all the resources developed by the members of the Alliance and to the information and training tools on organic districts.
- To organize joint events such as an International Short Film Festival on organic districts experiences and a photographing competition in organic farms and districts.
- To develop both traditional and innovative communication/training tools (i.e. a "GAOD virtual booth").

Report from the Work Group 7: Youth in Organic Agriculture

Objectives of the Work Group

- Valorize the role of young members as carriers of innovative ideas bring together young leaders to create a more sustainable world for themselves and for the future generation.
- Work towards being the voice of the young people in organic and sustainable agriculture sector, ensuring that the pivotal roles of the young people are recognized in the policy and decision making processes to address their complex and multifaceted needs.
- This is a platform connecting young people in sustainable agriculture sector, leading young people from sustainable agriculture sectors to participate proactively in the organic movement.

Participants of this Work Group

Participants in the session gave a presentation of themselves (country/region/occupation) underlining in what way their activities / what they do, relates to the WG objective and what they expect from their future engagement in the WG.

Name	Country
1. Li Feng (Session leader/ Moderator)	China
2. "Molly" Manisha Kairaly (Session leader/ Moderator)	India
3. Flavia Moura e Castro (Session leader/ Moderator)	Germany
4. Karen Marie Gerson (Rapporteur)	Philippines
5. Fatima Trofeo (Rapporteur)	Philippines
6. George Kwak	Korea
7. Joel Mdundo	Africa

8. Tamara Yunike	Indonesia
9. Lanu Akum Inchen	Nagaland, India
10. Bonikali Awomi	Nagaland, India
11. Jason Tagupa	Philippines
12. Joesie Tumanda	Philippines
13. Philip Martin Astorga	Philippines
14. Sandie Laurent-Perein	France
15. JEHU	Philippines
16. Lina Silavan	Indonesia
17. Hannah Grace Maquiling	Philippines
18. Miske Tirta	Indonesia
19. Oheema	Ghana, Africa
20. Molly Matthews	UK
21. Samia Maamer	Indonesia
22. Dandan Xu	

Introductory Words

Organic Agriculture plays a significant part in ensuring environment and food sustainability. We're now facing an aging farming population and agriculture is not being seen as a likely career choice for most of the youth nowadays. Our farmers are getting old and we need young farmers to be actively involved in agriculture especially in the organic sector. In this fast-changing world, it has been one of the challenges on how to encourage more youth to be in agriculture and make them stay in it, for most of the young people believes that migrating to the city or abroad may offer them better opportunities and adventures compared in working in the farm or rural areas.

As how organic agriculture is crucial in working towards promoting environment sustainability, soil fertility, climate change resilient environment and a healthy community, empowering the young people to be knowledgeable, responsible consumers and productive partner of organic movement are also in great importance. Young people have a special and crucial role in working towards a sustainable, healthy and fair society which embodies the principles of organic agriculture in health, ecology, fairness and care.

Some of the main topics which involves youth and organic agriculture includes the following: Migration of young people from city to the farm and farm to the city, urban farming, community building, policies development and market access. Young people coming from different country, culture and background are formed to discuss the mentioned topics, to identify the challenges in organic agriculture and develop solution and initiatives to address it, as well as to further improve youth involvement in organic movement and establish platforms on how young people can create long term impact in the society, particularly in the organic sector.

Work Group 7 - Presentations and References

Topic 1: Migration from a corporate world to organic farming (Farm to City, City to farm)

Important key points:

- One of the biggest changes and challenges includes the environment and activities and the tasks you undertake
- Social media has an impact on how to encourage youth to go to organic farming, as well as making organic consumption more interesting. It is also crucial since it helps in introducing organic farming to the youth.
- Technology plays an important role in getting young people to stay in the farm
- “To make organic farming cool”
- In organic farming, one must have holistic thinking

Topic 2: Market Access, Business Development, Communication and Community Building in relation to Organic

Important key points:

- Explore and adapt modern ways to improve the market access and business for smallholder farmers
- Credibility is the most important thing for the organic market
- To make organic farming and farmers life more sustainable, one must explore processing and marketing of their produce
- Create network and partnerships with young organic farmers to meet the organic market demand in one’s community

Topic 3: Role of Public Policies in Organic Agriculture

Important key points:

- Financial and technology access and support to young farmers (Farm start-up, Production, Processing, Marketing)
- Gender equality and more youth involvement in public service

Example of public policies/initiatives in organic agriculture:

1. Support on school meals, introducing organic garden in school as part of the curriculum
2. Urban and collective garden where practice work carried out by young people
3. Permit to grow – encourage people set up organic garden
4. Seeds of love initiative (Nagaland)

Summary from the Work Group

Youth is the hope of the Future. Young people are the future of our nation. Youth plays important roles in organic sector which includes being an agent to ensure policy and scheme made for organic farmers and organic movement are well utilized and implemented; being an empowered leader who speak up and voice out their thoughts and ideas that are of value to the development of organic agriculture.

Creating network and building alliances with resources for young people to access information, trainings and opportunities is one of the ways to increase youth involvement in organic movement and promote a diverse and productive group of young people sharing the same vision and mission for the organic sector development.

Therefore, as a youth, we commit ourselves:

1. To strengthen the global networking of young organics through capacity building
2. To employ new technologies such as social media to act as an innovator to link the traditions and modern technology, urban and rural areas as well as the production and marketing
3. To actively take initiatives with organic concepts to influence the public policies



(Photo Credit: IFOAM Asia / Members of the Asian Youth Forum in the Philippines, 2018)

Establishment of the Young Organics Global Network

Introduction to the Young Organics Global Network

The success of the Asian Organic Youth Forum since 2016 attracted the attention of many other young and innovative leaders from other parts of the world and in 2020, the minds behind Young Organics established in Europe in the early 2000s and the Asian Organic Youth Forum decided that it was time for the youth to connect the boundaries in the name of Organic Agriculture. Discussions started for the formation of a global network – Young Organics Global Network (YOGN).

The members of YOGN are a group of young, innovative leaders from across the world who are passionate about living a life that embodies holistic Principles of Organic Agriculture of Health, Ecology, Fairness, and Care. YOGN is currently hosted by IFOAM Asia and fully sponsored by Goesan County, South Korea.

YOGN was officially launched at the 5th anniversary of ALGOA in September 2020. For more information, please visit: www.yoglobalnetwork.com

Vision of YOGN

Young Organics Global Network brings together young, innovative leaders to create a better and more holistic world, ensuring a sustainable and food-secure future for themselves and the future generations.

Mission of YOGN

- To be the voice representing the young people in the organic and sustainable agriculture sector
- To ensure that the pivotal roles of the young people are recognized during the policy and decision-making processes to address their complex and multifaceted needs
- To become an inspirational platform connecting young people in the organic and sustainable agriculture sectors
- To lead young people from the organic and sustainable agriculture sectors to participate proactively for social and political changes

Inaugural Declaration



We, the Young Organics – Global Network, on this historic day, 19 September 2020, pledge to follow in the footsteps of our organic pioneers to uphold the Principles of Organic Agriculture and to create a more sustainable and just world. We continue the work started by the Asian Organic Youth Forum and Young Organics by joining forces with other young people

globally to achieve the goals of our mission:

- To become the voice representing young people in the organic and sustainable agriculture sector;
- To ensure that the pivotal roles of young people are recognized during the policy and decision-making processes to address their complex and multifaceted needs;
- To become an inspirational platform connecting young people in the organic and sustainable agriculture sectors;
- To lead young people from the organic and sustainable agriculture sectors to participate proactively for social and political change,

We, the Young Organics – Global Network, believe in the transformation of the current food systems into more sustainable and organic food systems, which prioritizes the well-being of the ecosystems and the health of life on Earth. We also recognise agricultural practices that respect all forms of life based on the Principles of Organic Agriculture - as the best solution to create a more sustainable future.

- In truly organic food systems, the principle of fairness is upheld in the way goods are produced, distributed, and consumed.
- In truly organic food systems, the principle of Care is upheld as the health and well-being of current and future generations are looked after, and the environment is managed in a precautionary and responsible manner without the use of technologies that could cause untold and unknown damage.

We, the Young Organics – Global Network, want to restore the pride of our organic farmers who are not just the producers of our food but the protectors of human health and our Mother Earth. Our Organic Farmers are our superheroes! – they are the artisans, doctors and stewards of our health and the planet we live in. Without our organic farmers, we and our planet are at risk.

We, the Young Organics – Global Network, call upon the private and the public sectors and all other stakeholders to join us in achieving the following:

- To guarantee that the role of young people is recognised and valued by the decision-makers in our communities and governments;
- To include organic agriculture in the curricula of primary, secondary, and tertiary levels of education;
- To allocate resources for the creation of platforms for research and innovation in organic agriculture to build cross-disciplinary and multisectoral approaches that develop solutions to address environmental and social problems;
- To further support the development, dissemination, and replication of best practices to advocate organic agriculture as a solution to overcome the Climate Emergency and social injustice.

We, the Young Organics – Global Network, respect and celebrate diversity and go beyond differences and prejudices, to join hands, minds, and hearts to achieve our goals. We will persevere to become agents of change, to pursue innovations with courage and ingenuity, guided by the Principles of Health, Ecology, Fairness and Care.

We, the Young Organics – Global Network, urge everyone to join us in our quest to create a more sustainable future. We cannot do it alone. We all have a common responsibility to Mother Nature and to our future generations and should not undermine Mother Nature's ability to provide for the generations to come. We should become One and "be the change that we wish to see in the world."