



Our Strategic Plan 2020-2022

The time for economic transformation is now

These early days of the 21st century are profoundly troubled.

We have inherited economic theories and structures that are fueling the rise of a global 1% and simultaneously driving us towards climate breakdown and ecological collapse.

An economic transformation that promotes human flourishing on a thriving planet is irrefutably and urgently needed.

Over the past few years devastating climate impacts combined with the rise of global social movements have pushed the demand for transformative economic thinking from the margins of public debate to centre stage.

The hunger and search for new ideas and practice is now palpable.





In 2017 Kate Raworth published *Doughnut Economics: seven ways to think like a 21st century economist* as a strategic act of advocacy to promote this transformation.



The book quickly became an international bestseller, published in over 18 languages, selling over 100,000 copies in the UK alone.

Over the past two years it has had huge traction and resonance internationally and its ideas are already being put into practice by innovative teachers, business strategists, tech designers, community activists, governmental policy-makers, artists, and urban planners.

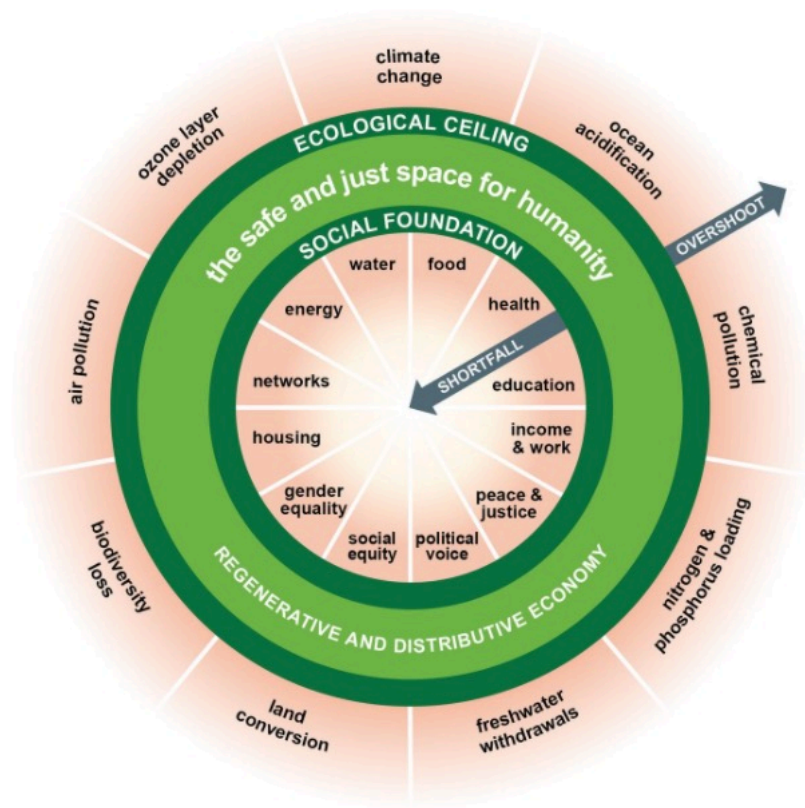
Inspired by this spontaneous uptake of the book's core concepts, in March 2019 Kate brought together a small team to co-found Doughnut Economics Action Lab (DEAL) in order to accelerate system change.

DEAL is focusing on collaborating with innovative cities, businesses, teachers, and community groups worldwide who are ready now to turn *Doughnut Economics* from a radical idea into irresistible practice.

Together we will explore and demonstrate how to create economies that meet the needs of all people within the means of the living planet, and so help to realise a regenerative economic future.



This Strategic Plan sets out DEAL's vision, ambition and strategy for 2020-2022 in order to bring about the transformation that we know is possible.



DEAL's vision for the 21st century

We are working for a world in which people and planet thrive in balance.

DEAL's purpose

We are putting 21st century economic thinking into practice in order to create regenerative and distributive economies and achieve transformational change.

DEAL's values

PLAYFUL CREATIVITY
THROUGH CONTINUOUS INNOVATION

CONVICTION
IN TRANSFORMATION & ITS URGENCY

COLLABORATION
*INCLUSIVE & PARTICIPATORY
WAYS OF WORKING*

AGILITY
ADAPTIVE TO PEOPLE & CONTEXT

OPENNESS
BASED ON HIGH TRUST

CARE
FOR PEOPLE & PLANET

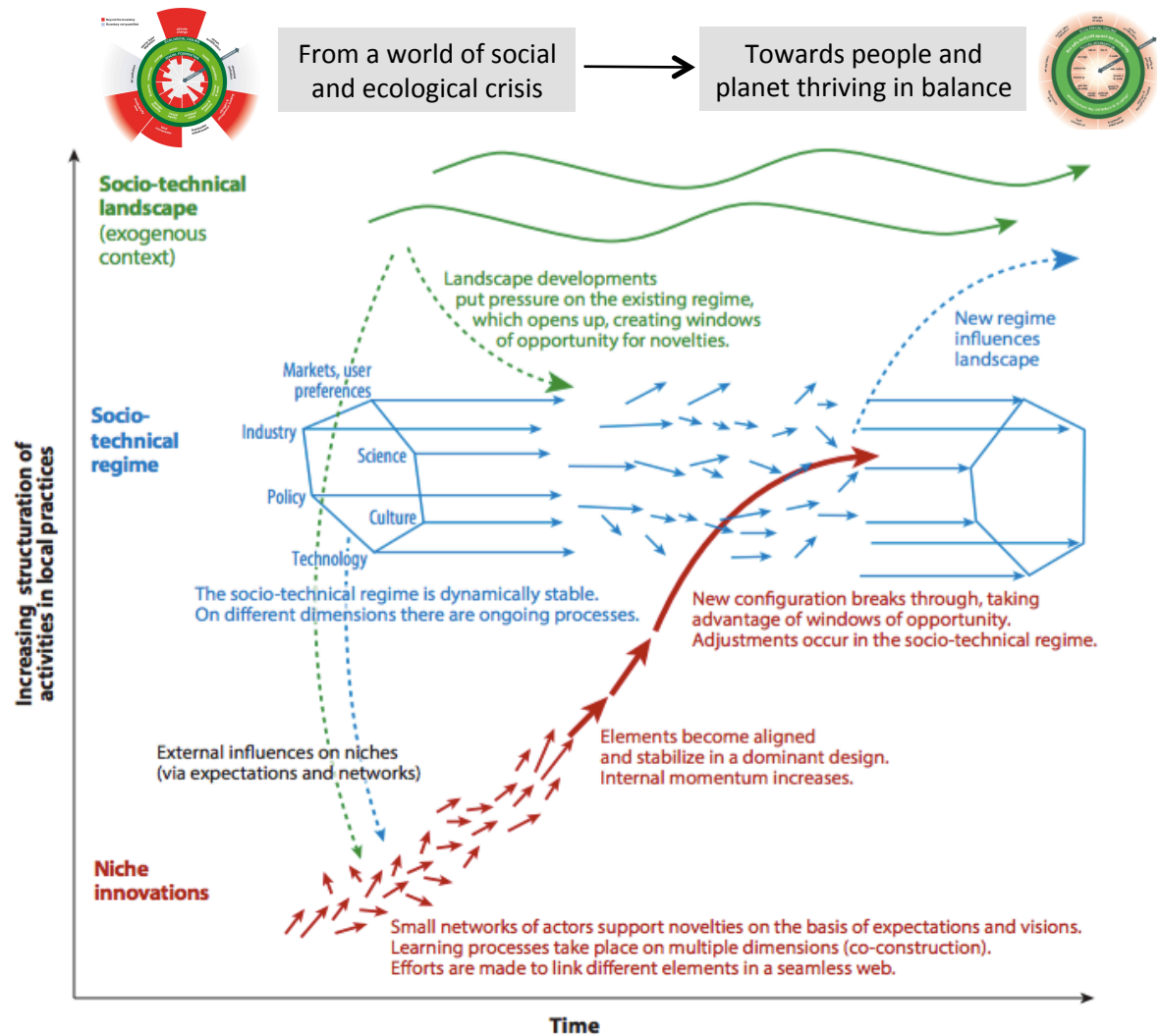
RECIPROCITY
WILLINGNESS TO SHARE

EXCELLENCE
WE AIM TO DO THINGS WELL

DEAL's approach to transformative change

We find the Multi-Level Perspective framework (Geels 2011) a useful tool for situating our work in the broad context of driving transformative change.

DEAL collaborates with social innovators at all three levels of strategic influence – in co-creating niche innovations, in influencing the prevailing regime, and in re-shaping the overarching landscape – in order to create regenerative and distributive economies that start bringing humanity into the Doughnut.



DEAL's approach to transformative change

Landscape influence:

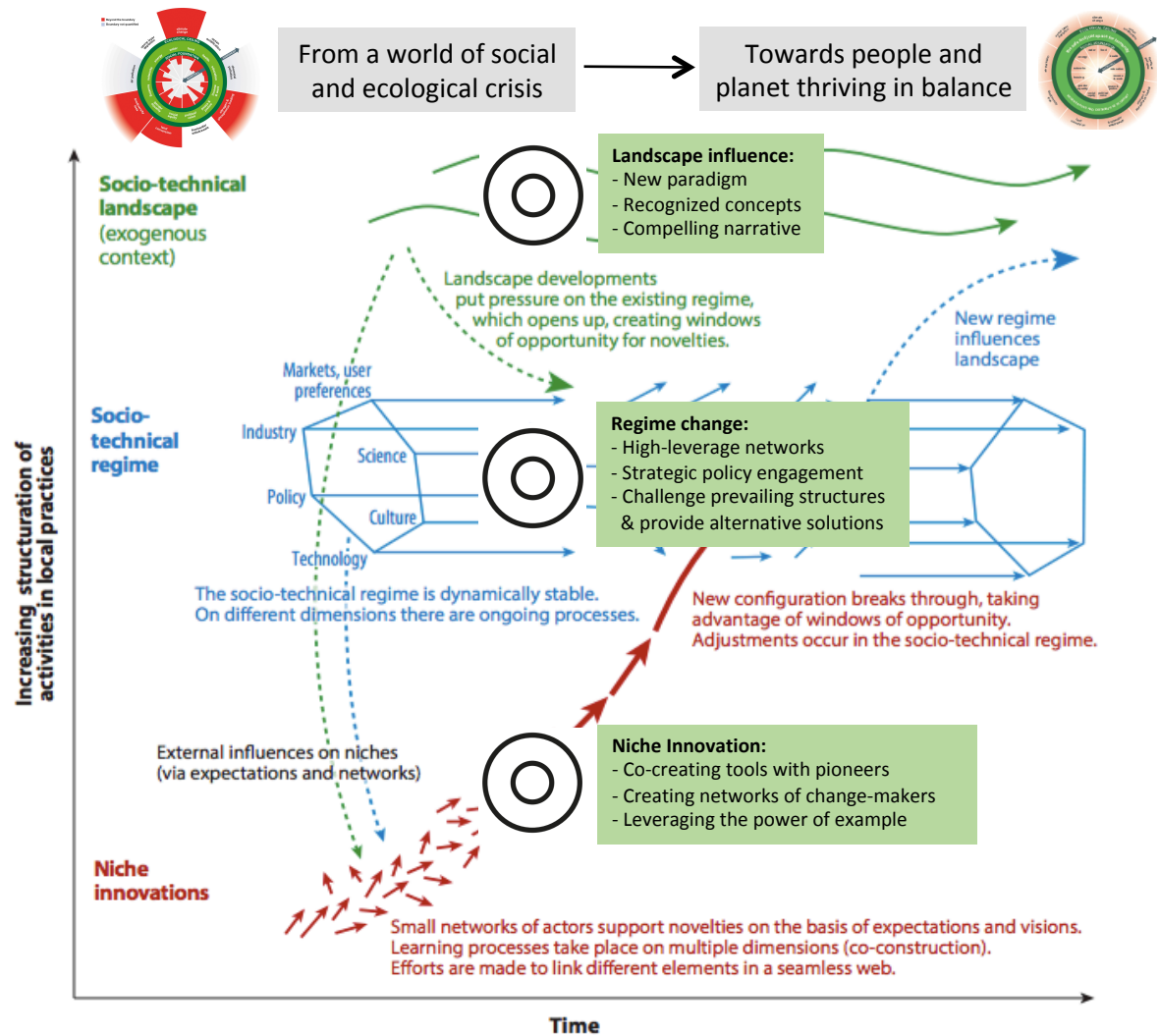
DEAL influences paradigm change through our widely recognised concepts and new economic narratives.

Regime change:

DEAL engages in strategic policy processes to promote systemic change in policymaking and business practice.

Niche innovation:

DEAL works with pioneering changemakers to co-create tools for transformative action, and to inspire others to act, thus generating critical mass and strategic networks



What does DEAL do?

DEAL puts the ideas of Doughnut Economics into practice through:

- providing compelling thought-leadership
- collaborating with innovative change-makers
- engaging in strategic policy influence

What does DEAL do?

| What we do | How we do it |
|--|--|
| <p>Thought leadership We provide thought-leadership through our paradigm-changing narrative, built on the core concepts of Doughnut Economics.</p> | <ul style="list-style-type: none"> • Presenting at high-influence events • Online media such as TED talks • Engaging with high-impact TV, radio and print media • Creating a massive open online course (MOOC) • Inspiring action with irresistible stories of action |
| <p>Collaborative innovation We collaborate with innovative change-makers to co-create brilliant tools and methodologies that put the ideas of <i>Doughnut Economics</i> into action and help build critical mass for transformational change.</p> | <ul style="list-style-type: none"> • Launching a collaborative digital platform for working with pioneering practitioners • Co-creating brilliant tools and resources to be shared open source and spread through training • Building networks of practitioners who will be ambassadors and amplifiers of our shared work |
| <p>Strategic policy influence We engage in high-leverage opportunities for influencing paradigms and policies with governments and business networks internationally, in order to unlock structural changes required for systemic change.</p> | <ul style="list-style-type: none"> • Responding to high-level invitations to engage with ministers, senior civil servants, and policy entrepreneurs • Collaborating in system-wide enquiries into structural lock-ins eg in finance, in business, in education |

The four fields of practice that DEAL is focusing on serving and collaborating with are:



- ◎ CITIES
- ◎ COMMUNITIES
- ◎ TEACHERS
- ◎ BUSINESSES

And here's what we are already making happen...

CITIES

We are working with the C40 cities network to support the world’s most climate-ambitious cities to radically transform their resource-intensive lifestyles. We have turned the Doughnut into a city-scale tool that is proving to be highly effective in driving new conversations, insights and actions.



The first iteration of the City Doughnut tool, being piloted in Philadelphia, Portland and Amsterdam in autumn 2019.



Workshops with senior city officials in Amsterdam, Portland and Philadelphia to explore the context and possibilities for their city through the lens of the City Doughnut.

COMMUNITIES

We are supporting community organisations that are drawing on core concepts of *Doughnut Economics* in response to the climate and ecological emergency. Inspired by their creativity, we co-design workshops, help connect them, and encourage them to keep on widening public conversations on transformation.



Community groups are spontaneously leading in putting the ideas of *Doughnut Economics* into action in places ranging from Cornwall to Amsterdam to KwaZulu Natal to Berlin.



Inspirational community leaders at Impact Hub Birmingham are using the Doughnut to design thriving neighbourhoods with under-served local communities.

TEACHERS



We are collaborating with innovative teachers in schools and universities who want to embed transformative thinking in their curricula, including in economics but also far beyond, such as in geography, business studies, tech innovation, development studies, urban planning and architecture.

Hanna @HannaG

1st Y12 lesson today. Didn't start with spec outline or expectations but with @KateRaworth #doughnuteconomics why? Because I wanted to engage them the bigger picture beyond the spec and get them excited about their role in the world as geographers. #geographyteacher

7:42 AM · Sep 9, 2019 · Twitter for iPhone

coolaustralia.org

2040

Part A: What is Doughnut Economics?

Step 1. Introduce the lesson by asking students what they remember about Circular Flow and Doughnut economic models from the previous lesson. You can show them this diagram to explore the features of Doughnut Economics (also available [here](#) and on the Student Worksheet).

If students are struggling to articulate their ideas or cannot remember key features of either model, select one or more of the following resources to prompt their thinking.

- Basic [Circular Flow Diagram](https://commons.wikimedia.org/wiki/File:Circular_flow_of_goods_income.png), as used in the previous lesson
- [Change the Goal – 3/7 Doughnut Economics](https://youtu.be/Mkg2XMTWV4g) (https://youtu.be/Mkg2XMTWV4g)
- [The Doughnut of social and planetary boundaries](#) Diagram, as used in the previous lesson

Teachers are introducing the Doughnut in classrooms worldwide.

Lesson plan introducing the Doughnut for 15 year olds, created in collaboration with the film 2040, available at [Cool Australia](https://coolaustralia.org).

BUSINESS



We are working with progressive businesses and financial institutions that know they need to transform to be fit for 21st century realities, and that are ready to explore the re-design of business and finance itself.



How can we do business in the Doughnut?
Kate has explored this question with companies including Unilever, Mars, Oatly, Houdini, Sainsburys and Good Energy.

Doughnut for Business Workshop for German manufacturers, financiers, and business school students, Hannover June 2018

DEAL has chosen to proactively focus on these initial 4 areas, yet the potential scope of our work is enormous.

We are therefore responding to strategic opportunities coming from other areas that have also shown interest in putting Doughnut Economics into practice. These are:

GOVERNMENTS

We have presented insights from Doughnut Economics at the invitation of governments including Italy, New Zealand, the Netherlands, Belgium, the UK, and the European Commission.

TECHNOLOGY DISRUPTORS

We are collaborating with the Open Design movement through Fab City and similar initiatives.

ART & PERFORMANCE

We are collaborating with diverse artists and creative designers who are turning Doughnut Economics into performative art works.

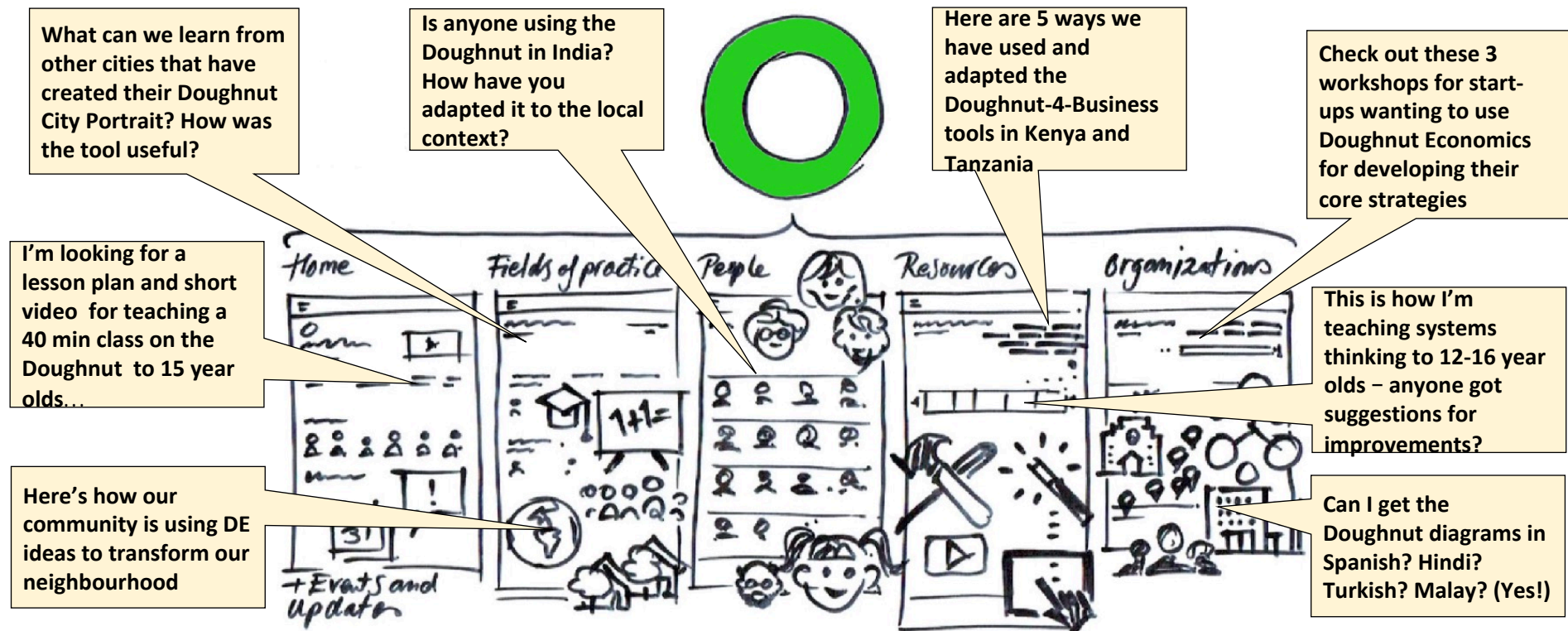
DEAL's partners and collaborators

The organisations below reflect the range of DEAL's project partners, allies and prospective collaborators in this work.



DEAL's online platform

DEAL's work will be greatly amplified through our online platform. It will connect pioneering practitioners worldwide to co-create and amplify the best emergent designs, methods and practices, all of them open source and free to use.



All examples are currently illustrations only!

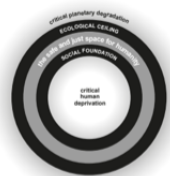
DEAL's strategic approach

The success of DEAL's work will depend on smart strategic collaborations. Our approach is to:

- **Go where the energy is** by working with those who are already seeking transformational change
- **Think open** by collaborating with those who, like us, work in the spirit of open access and reciprocity, seeking to share and spread more widely what we have co-created
- **Leverage our impact** by collaborating with far-reaching platforms, networks and allies
- **Be adaptive and agile** by staying open to new possibilities as and when opportunities emerge
- **Walk the talk**, using the principles of Doughnut Economics to shape the basis of our collaborations and our own ways of working.

Principles for putting Doughnut Economics into action

DEAL has developed a set of principles to guide our own evolution and our choice of collaborators. We also request that these principles are placed at the heart of any project that aims to put the ideas of Doughnut Economics into practice.



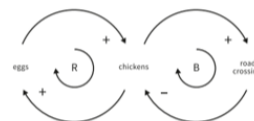
Set a 21st century goal. Aim to meet the needs of all people within the means of the living planet. This has never been done before so expect the work to be challenging and transformative.



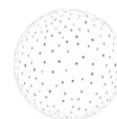
See the big picture. Recognize the potential roles of the household, the commons, the market, and the state – and their many synergies – in transforming economies. Ensure that finance serves the work, rather than drives it.



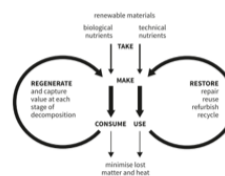
Nurture human nature. Promote diversity, collaboration and reciprocity. Strengthen community networks. Be playfully creative and work with a spirit of high trust. Care for each other and ensure the wellbeing of the team.



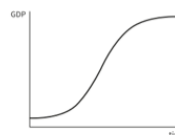
Think in systems. Experiment, learn, adapt, evolve, and aim for continuous improvement. Be alert to dynamic effects, feedback loops and tipping points.



Be distributive. Work in the spirit of open design and share the value created with all who co-create it. Be aware of power and seek to redistribute it to improve equity amongst stakeholders.

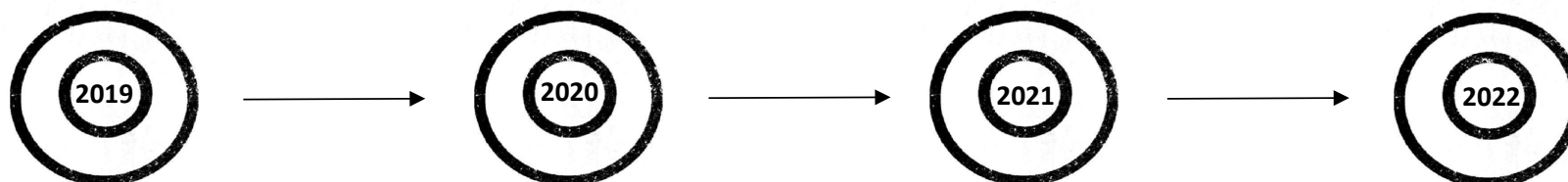


Be regenerative. Aim to work with and within the means of the living world. Be a sharer, repairer, regenerator, steward. Reduce travel, minimize flights, be climate and energy smart.



Be agnostic about growth. Don't let growth become a goal in itself for the work. Know when to let the work spread out via others rather than scale up in size.

DEAL's 3-year roadmap



IMAGINE & BEGIN

- Hire initial core team (3 FTE)
- Co-found Community Interest Company
- Develop and confirm proof of concept
- Establish initial strategic collaborations

LAUNCH & LEARN

- Expand core team (add 2 – 4 FTE roles)
- Launch online platform: Release 1.0
- Co-create and pilot initial online tools and resources
- Establish new strategic collaborations

ENRICH & DIVERSIFY

- Enhance team skills and effectiveness
- Upgrade online platform: Release 2.0
- Expand and enrich online tools and resources
- Diversify collaboration and learn from deeper practice in DEAL's community

SCALE & SPREAD

- Expand team to support scaling strategy
- Spread tools and resources through effective scaling mechanisms
- Reflect and adapt to emergent opportunities

Income streams

Since we started working, DEAL's emerging team has accomplished a great deal. We are convinced of our capacity to self-fund some of the work we intend to do and indeed, we are already doing so. However, to accomplish the full potential of our ambitious vision, we need financial support.

During the next 3 years we expect to get income through the following sources:

- | | |
|--------------------------------------|---|
| Self generated income | <ul style="list-style-type: none">• Projects aimed at co-creating new tools and implementing existing ones, funded by pioneering organisations, cities and businesses• High-profile talks and workshops for international organisations, universities, festivals and conferences, governments, foundations, investors and businesses |
| External funding | <ul style="list-style-type: none">• Grants and donations from foundations, institutions and philanthropists• Crowdfunding campaigns |

DEAL is seeking external funding from like-minded individuals and organisations that want to help us get started and bring about transformational change.

DEAL's core team 2020-22



Kate Raworth
Co-founding director

Kate provides conceptual leadership on Doughnut Economics, within the team and in the emerging community of practitioners. She is the main public face of DEAL's work, inspiring current and future collaborators internationally.



Elizabeth Ferrier
Office Administrator

Lizzy leads in coordinating DEAL's daily office needs and activities and in managing Kate's public-speaking engagements. She is also helping to set up DEAL's core operations so that we can further build our team and capacity.



DEAL's online platform manager: to be recruited

We are seeking an enthusiastic digital-savvy community manager to build and manage DEAL's online community and platform. This role will also lead in establishing DEAL's social media and communications.



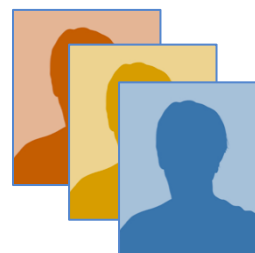
Carlota Sanz
Co-founding director

Carlota leads the development of DEAL's emerging strategy. She combines her corporate experience with her passion for regenerative economics to design DEAL in a way that is future fit. She also leads the early days of DEAL's work within Business and Finance.



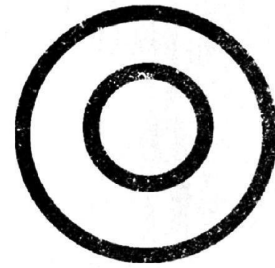
Dana Pop
Finance Administration Lead

Dana will return from maternity leave to lead on the smooth running of DEAL's day-to-day book keeping as well as managing other financial administration such as invoicing and payments.



Thematic Leads: to be recruited

We aim to hire a tight team of agile thematic leads who can co-create tools and resources for cities, communities, teachers and businesses, working closely with practitioners in each field.



**DOUGHNUT
ECONOMICS
ACTION LAB**

