



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.

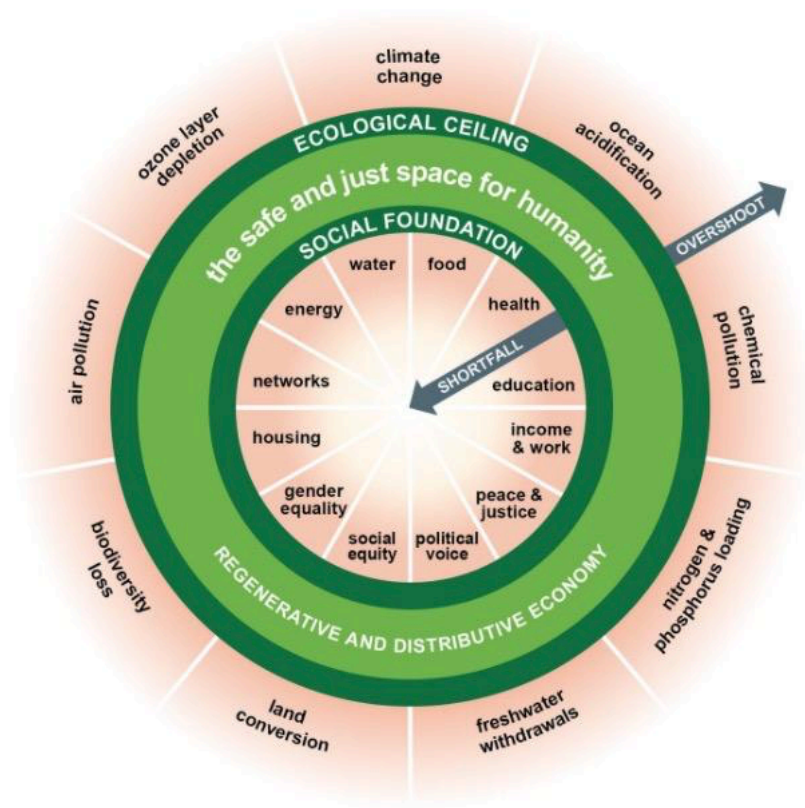
Inspired by this spontaneous uptake of the book's core concepts, in March 2019 Kate brought together a small team to co-found Doughnut Economics Action Lab (DEAL) in order to accelerate system change.

DEAL is collaborating with innovative changemakers worldwide – in cities, business, government, education, and communities – who are now ready 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 and distributive 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 SEEK TO DO THINGS WELL

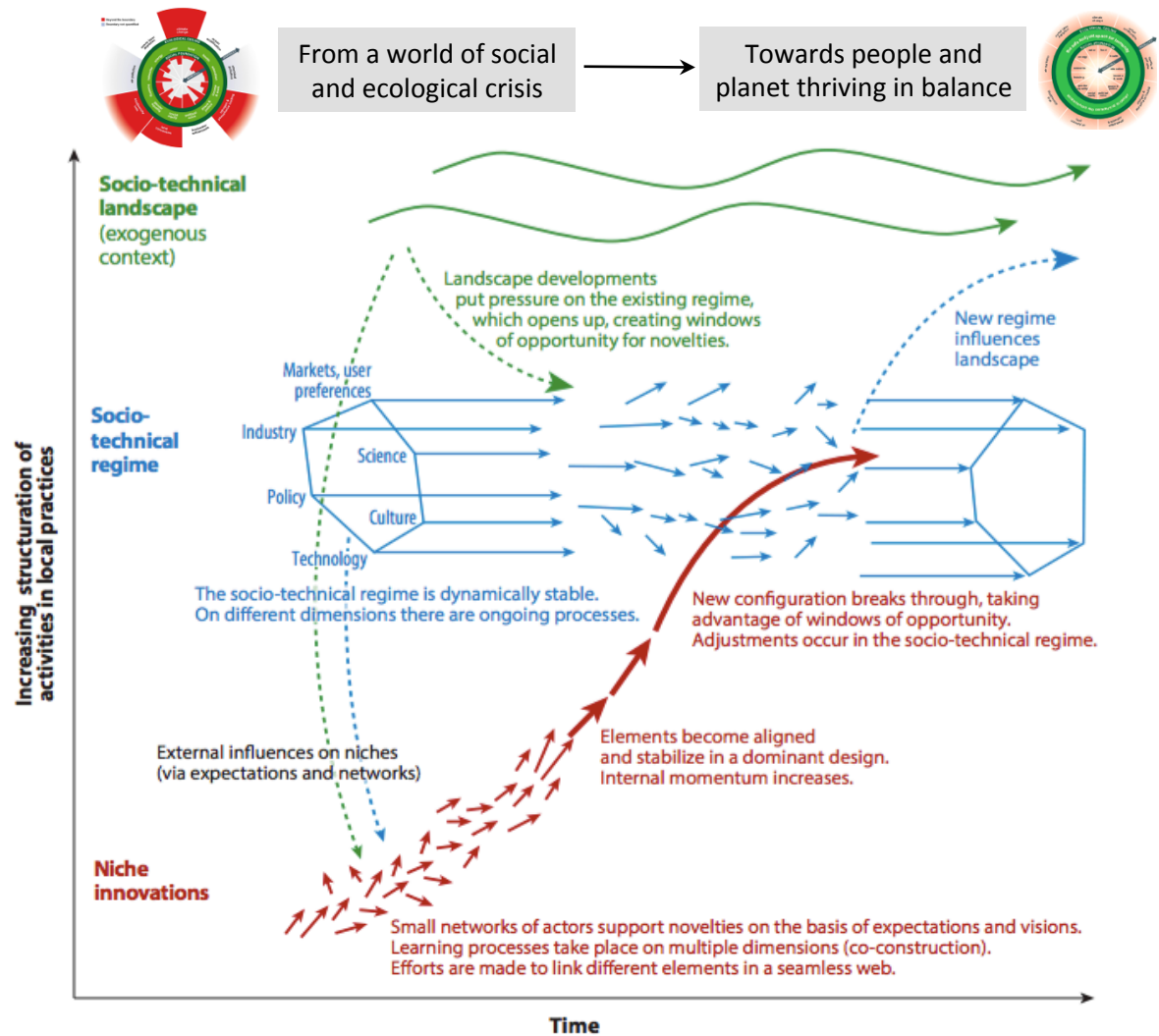
DEAL's approach to transformative change

At DEAL we find the Multi-Level Perspective framework (Geels 2011) a useful conceptual 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:

- re-shaping the overarching landscape
- influencing the prevailing regime
- co-creating niche innovations

We believe that the synergy arising from working at all three of these levels is what gives DEAL's work such traction, influence and impact.



DEAL's approach to transformative change

Landscape influence:

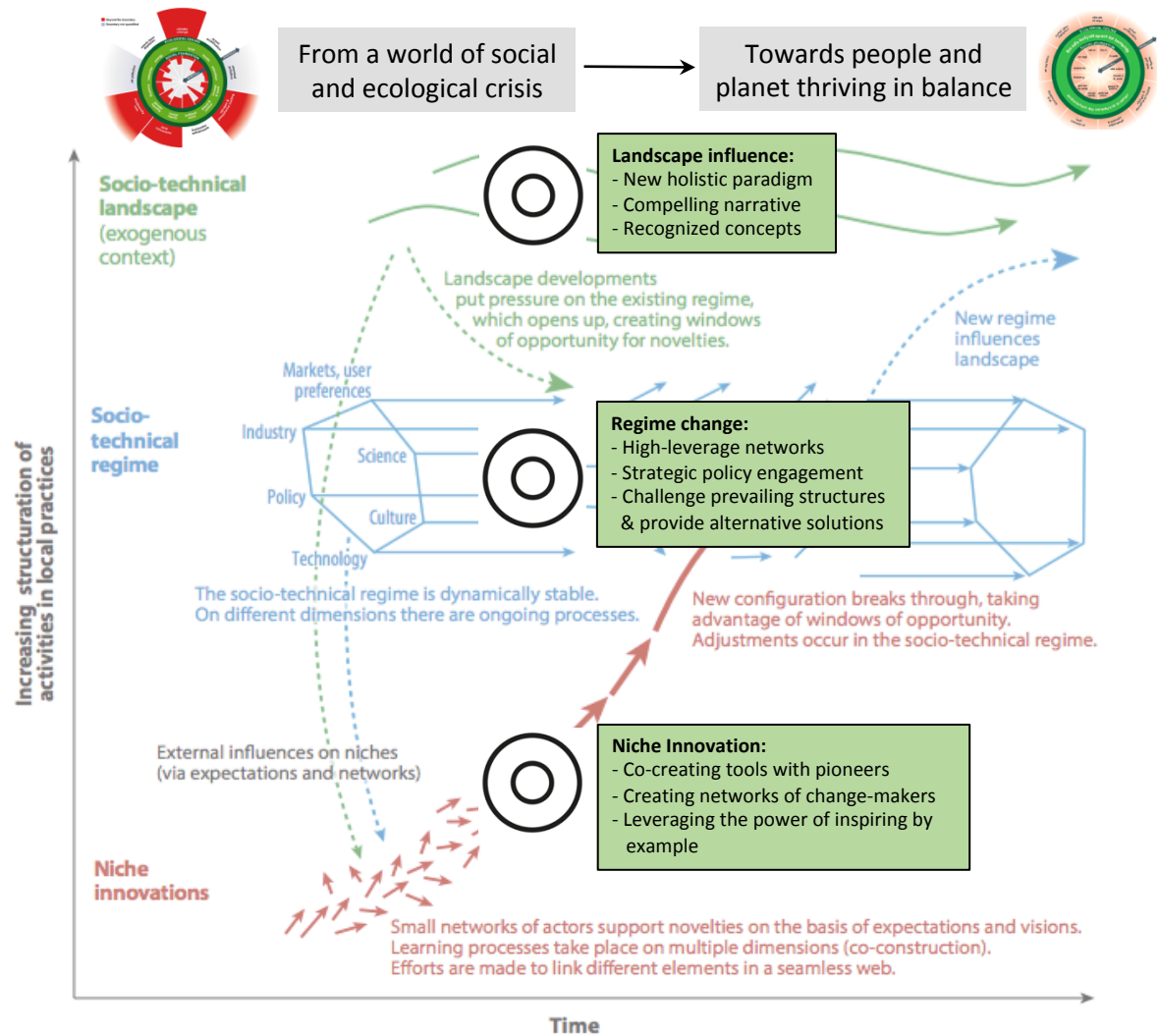
DEAL influences paradigm change through our widely recognised concepts and new economic narratives.

Regime change:

DEAL engages in strategic opportunities to promote systemic change through 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 leveraging wider networks and generating critical mass.



What does DEAL do, and how do we do it?

What we do	How we do it
<p>Thought leadership We provide compelling 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 • Inspiring action with irresistible stories of action
<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 the structural changes required to embed 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
<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, start making new economic possibilities visible, and 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 widely through training • Building networks of practitioners who will be ambassadors and amplifiers of our shared work

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



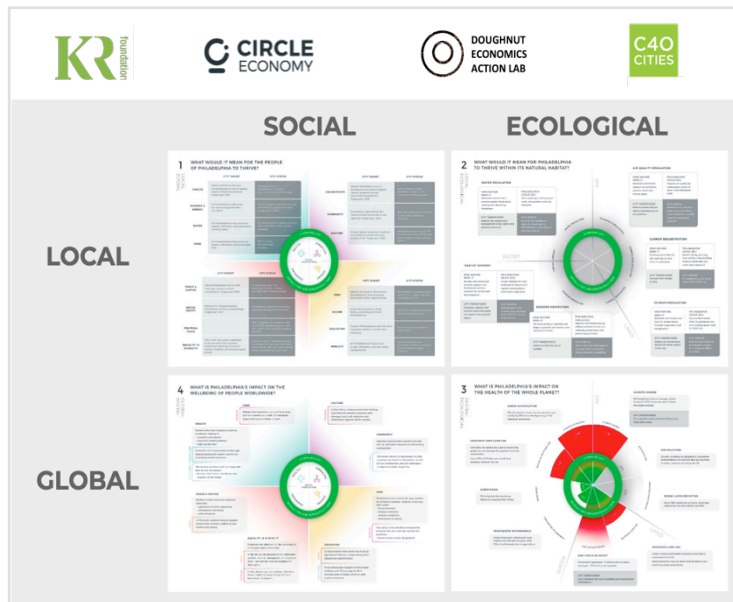
- ◎ CITIES
- ◎ COMMUNITIES
- ◎ TEACHERS
- ◎ BUSINESSES
- ◎ GOVERNMENTS

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 policy action.



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

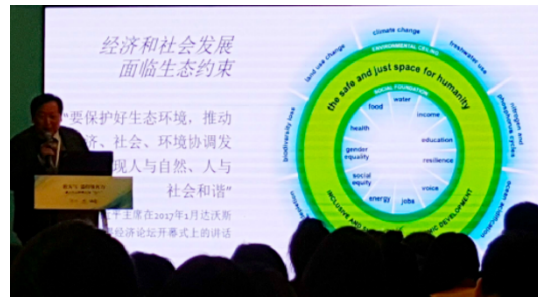


We are collaborating with innovative teachers in schools and universities who want to embed transformative thinking in their curricula, in economics but also far beyond, such as in geography, business studies, tech innovation, development studies, urban planning and architecture.

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 Save the life. 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 a very wide range of 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

GOVERNMENTS

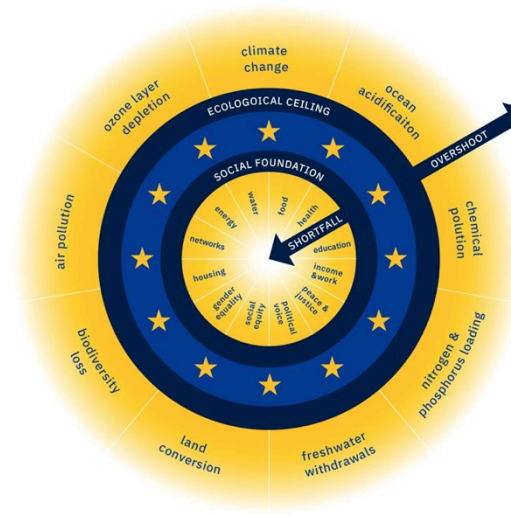


We are responding to requests and invitations from ambitious governments that want to use the ideas of Doughnut Economics to envision a new future for their nations and to reshape policies and political narratives.



Kate has given briefings and held focused policy discussions with senior politicians and civil servants in many countries, including New Zealand, Canada, the Netherlands, Denmark, Belgium, Italy and the UK.

'Donut4EU'



A workshop hosted by the European Commission in March 2020 began exploring how the Doughnut can become the holistic framework for envisioning and shaping the future of the European Union.

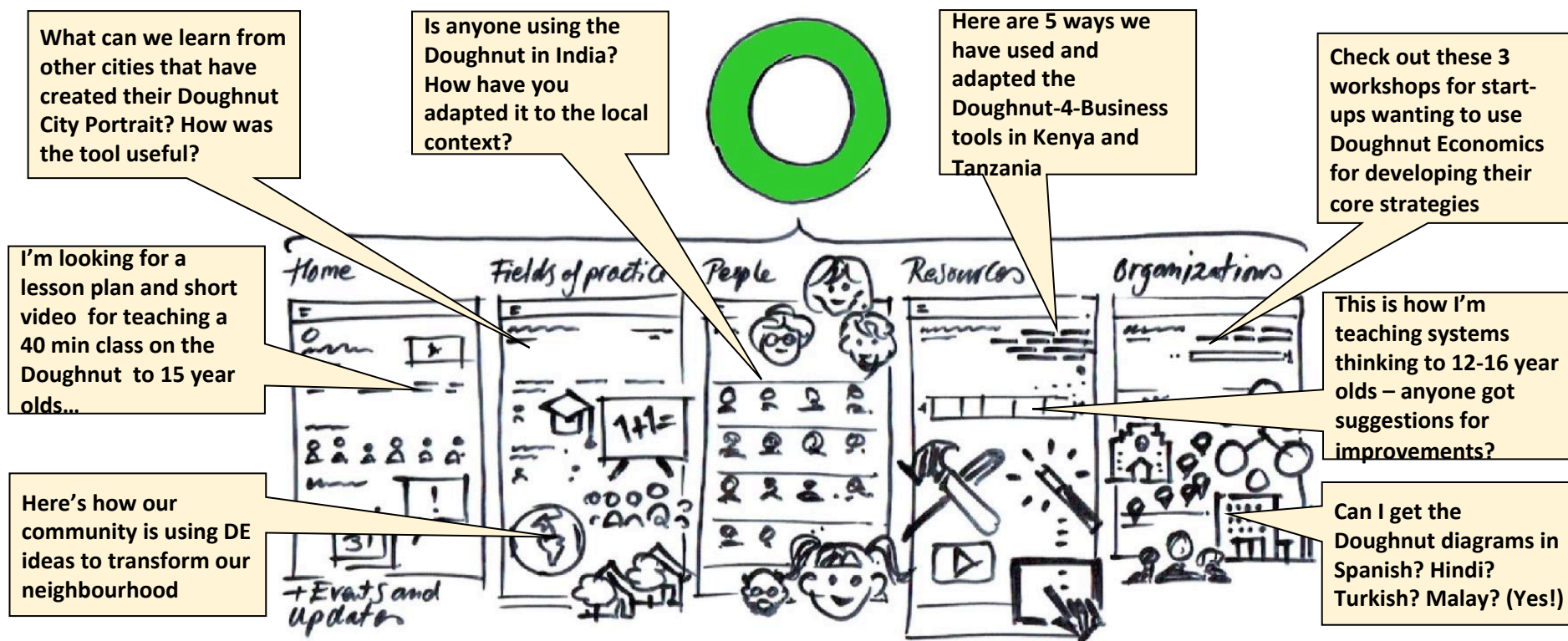
DEAL's partners, allies and collaborators

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



DEAL's online platform

Our 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.



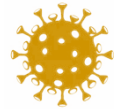
All examples are currently illustrations only!

DEAL's strategic approach

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

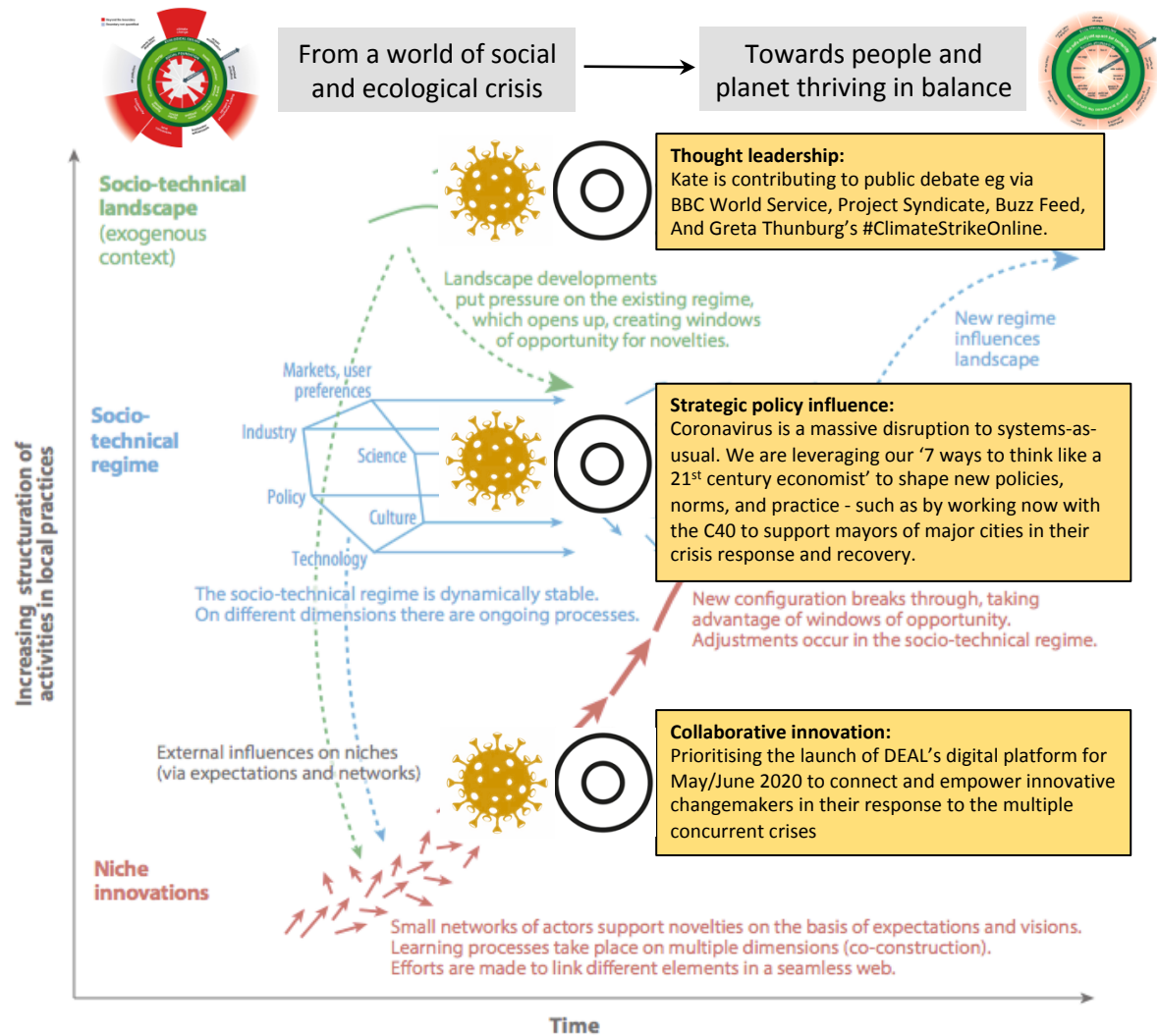
- **Go where the energy is** by working with those who are already seeking transformational change
- **Think open** by collaborating with those who, like us, work in the spirit of open access and reciprocity, seeking to share and spread more widely what we have co-created
- **Leverage our impact** by 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.

DEAL's response to the coronavirus crisis








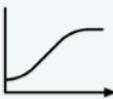

DEAL's message and work is now more relevant than ever because we offer:

- A holistic framework for human and planetary wellbeing that encompasses social, ecological and economic crises
- Powerful principles for embedding regenerative and distributive design in social and economic recovery
- Clear compelling public narrative on how we can best emerge from this emergency
- A digital platform that enables changemakers worldwide to keep on connecting, collaborating and innovating despite remote working

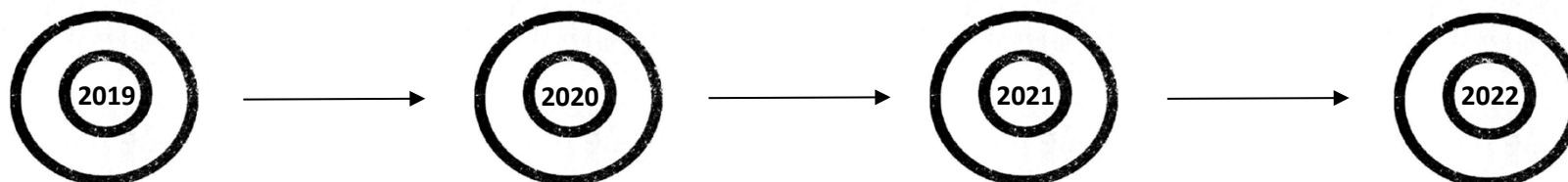


Principles for putting Doughnut Economics into action

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.

	<p>Embrace the 21st century goal. Aim to meet the needs of all people within the means of the living planet. Seek to align your organisation's purpose, networks, governance, ownership and finance with this goal. Expect the work to be challenging, innovative and transformative.</p>		<p>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.</p>
	<p>See the big picture. Recognise 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.</p>		<p>Be regenerative. Aim to work with and within the cycles of the living world. Be a sharer, repairer, regenerator, steward. Reduce travel, minimize flights, be climate and energy smart.</p>
	<p>Nurture human nature. Promote diversity, participation, collaboration and reciprocity. Strengthen community networks and work with a spirit of high trust. Care for the wellbeing of the team.</p>		<p>Aim to thrive rather than to grow. Don't let growth become a goal in itself. Know when to let the work spread out via others rather than scale up in size.</p>
	<p>Think in systems. Experiment, learn, adapt, evolve, and aim for continuous improvement. Be alert to dynamic effects, feedback loops and tipping points.</p>		

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

- Expand team in global south
- 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

- Spread team impact through wider collaborations
- 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 - 2022



Kate Raworth
Co-founder and Conceptual Lead

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 Administration Lead

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.



Karn Bianco
Digital Communications Lead

Karn has just joined the team to lead the design and management of DEAL's online platform. He also leads on establishing and managing DEAL's online communications and social media.



Carlota Sanz
Co-founder, Strategic & Enterprise Lead

Carlota leads DEAL's strategy and organisational development. She also leads the early days of DEAL's work with Business and Finance.



Dana Pop
Finance Administration Lead

Dana has returned 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.



Rob Shorter
Communities Lead

Rob leads DEAL's work with community-based organisations that are drawing on the core concepts of Doughnut Economics to respond to ecological emergency and social inequality.



Andrew Fanning
Data Analysis Lead

Andrew leads on quantification, data analysis and iteratively improving our methodologies, especially for downscaling the Doughnut to places

