DEAL’s Strategic Plan 2019 - 2023
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 20 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 2019, Doughnut Economics Action Lab (DEAL) was founded in order to co-create 21st century economies that are regenerative and distributive by design, so that they can meet the needs of all people within the means of the living planet.

We work with changemakers worldwide – in communities, education, cities, business, government and more – who are turning the ideas of Doughnut Economics into transformative action to bring about systemic change.

DEAL is very intentionally an ‘Action Lab’. We are focused on action, and on learning with and from others through experiments in co-creating a new economy.

This Strategic Plan sets out DEAL’s vision, ambition and strategy for 2019-2023 in order to bring about the transformation that we know is possible.
VISION & STRATEGIC APPROACH
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

- **CARE**
  - for people and planet

- **PLAYFUL CREATIVITY**
  - through continuous innovation

- **COLLABORATION**
  - inclusive and participatory

- **OPENNESS**
  - based on high trust

- **RECIPIROCITY**
  - willingness to share

- **CONVICTION**
  - in transformation and its urgency

- **AGILITY**
  - adaptive to people and context

- **INTEGRITY**
  - in putting ideas into practice

- **EXCELLENCE**
  - we aim 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:

- Reframing the narrative landscape
- Influencing the policy regime
- Collaborating with innovators

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

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

Influencing strategic policy
DEAL engages in strategic opportunities to promote systemic change through policymaking and business practice.

Collaborating with innovators
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.
DEAL puts the ideas of Doughnut Economics into practice by working across three levels of influence:

<table>
<thead>
<tr>
<th>What we do</th>
<th>How we do it</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reframing economic narratives</strong></td>
<td>• Presenting at high-influence events</td>
</tr>
<tr>
<td>We provide compelling thought leadership through our paradigm-changing narrative, built on the core concepts of Doughnut Economics.</td>
<td>• Online media such as TED talks</td>
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<tr>
<td></td>
<td>• Engaging with wide-impact TV, radio and print media</td>
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<td></td>
<td>• Inspiring action with irresistible stories of action</td>
</tr>
<tr>
<td><strong>Strategic policy influence</strong></td>
<td>• Responding to high-level invitations internationally to engage with ministers, senior civil servants, and policy makers</td>
</tr>
<tr>
<td>We engage in high-leverage opportunities for influencing institutions and policies, with governments and business networks internationally, in order to unlock the structural changes required to embed systemic change.</td>
<td>• Collaborating in system-wide enquiries into structural lock-ins eg in finance, business and education</td>
</tr>
<tr>
<td><strong>Collaborating with innovators</strong></td>
<td>• Engaging in pioneering projects with innovators</td>
</tr>
<tr>
<td>We collaborate with innovative change-makers to co-create brilliant tools and methodologies that put the ideas of Doughnut Economics into action, start making new economic possibilities visible, and build critical mass for transformational change.</td>
<td>• Turning that learning into open-access tools, shared through DEAL’s platform and community</td>
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<tr>
<td></td>
<td>• Showcasing stories from changemakers worldwide who are adopting and adapting these tools, and generating peer-to-peer inspiration</td>
</tr>
<tr>
<td></td>
<td>• Continuously improving DEAL’s online platform</td>
</tr>
</tbody>
</table>
DEAL’s strategic principles – evolving through practice

Go where the energy is

Unleash peer-to-peer inspiration

Balance openness with integrity

Be agile and adaptive

Small team, big impact

Don't be the movement - join the movement
DEAL’s strategic principles – evolving through practice

**Go where the energy is**
We work with the changemakers who are already seeking transformational change: there are plenty of them.

**Unleash the power of peer-to-peer inspiration**
People are often most inspired by someone like themselves who is already doing that thing they thought was impossible. That's why we highlight the innovations led by the DEAL Community - they create big ripples.

**Balance openness with integrity**
We invite changemakers to innovate with the concepts of Doughnut Economics, and so we also define clear boundaries to protect the integrity of those concepts to ensure that they don't get misused or watered down.

**Be agile and adaptive**
DEAL's strategy and collaborations respond to circumstance and evolve when new opportunities emerge.

**Small team, big impact**
We collaborate with far-reaching platforms, networks and allies to spread the ideas far and wide.

**Don't be the movement - join the movement**
DEAL creates tools that can be integrated into the work of others, so that we connect with and help to build the wider movement for economic transformation.
The five thematic areas that DEAL is focusing on serving are:

- CITIES & PLACES
- COMMUNITIES & ART
- EDUCATION & RESEARCH
- BUSINESS & ENTERPRISE
- GOVERNMENT & POLICY

And here’s what we are already making happen...
April 2020. The City of Amsterdam published the first ever City Doughnut and started to embed it across city policymaking, while the Amsterdam Donut Coalition spread it through civic networks.

July 2020. DEAL and partners published the methodology and online tools for downscaling the Doughnut and welcomed innovators to adapt and use it in their own contexts.

November 2020. Groups worldwide are now turning the Downscaled Doughnut into a tool for their context, from neighbourhood to nation, global North and global South.

Cities & Places
We work with pioneering towns, cities, states and nations that aim to thrive within planetary boundaries. Their initiatives generative powerful peer-to-peer inspiration.
**Communities & Arts**

We are supporting dynamic community groups eager to use Doughnut thinking to reimagine their local futures and to take effective action in response to the climate emergency. Inspired by their creativity, we co-design tools, help them connect, 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 neighborhoods with under-served local communities.
Education & Research

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.

Teachers are introducing the Doughnut in classrooms worldwide.


A lesson plan introducing the Doughnut for 15 year olds, created in collaboration with the film 2040, available at the website Cool Australia.
Government & Policy

We engage with ambitious regional and national governments that want to use the ideas of Doughnut Economics to envision a new future for their nations and to reshape political narratives and policies.

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

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.
Business & Enterprise

We are challenging businesses that need to ‘transform’ to do business in the Doughnut, while supporting those businesses that were ‘born’ to do the Doughnut.

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.
The DEAL Community Platform sits at the heart of our work. Launched in September 2020, it connects changemakers worldwide who are co-creating tools and inspiring each other with stories of how they are turning Doughnut Economics into practice. It is DEAL’s work brought to life in context and in continual evolution.

- 2,000 members in the first two weeks – now 5,200!
- Visitors from 150+ countries (every continent but Antarctica).
- 45,000 visits, with 70,000 unique page views.
- 48 tools published (14 created by DEAL, 41 created by community members)
- 55 stories published (21 created by DEAL, 27 created by community members)
- 1,500 tool downloads.
- 2,250 newsletter subscribers in the first month.
- 77 events created in relation to Doughnut Economics in Ireland, London, Berlin, California, Australia, Portugal, Spain, Malaysia

www.doughnuteconomics.org
In order to ensure the integrity of the ideas of Doughnut Economics as they are put into practice and to guide our own evolution, we have turned the Seven Ways to Think into the Doughnut Principles of Practice.

We ask that these principles are followed by any initiative that is working to put the ideas of Doughnut Economics into practice.

**Embrace the 21st century goal.** Aim to meet the needs of all people within the means of the 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.

**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.

**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.

**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-created it. Be aware of power and seek to redistribute it to improve equity amongst stakeholders.

**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.

**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.
DEAL’s reframing of economic narratives is inspiring influential changemakers to promote a new vision of human prosperity.
DEAL AND THE NEW ECONOMY ECOSYSTEM
We think of economic transformation as Big Team Work. Within that, DEAL plays some specific roles.

**Practice as a form of protest**
Protesting against the old system is essential, but DEAL’s role is to bring new economics into practice and make it irresistible.

**Principles, not policies**
DEAL articulates new economic principles, rather than advocating specific policies, which will differ in every country and context.

**Tools for the movement**
DEAL creates tools for incorporating into the work of like-minded organizations, leveraging our collective strength, skills and effort.

**Beyond ‘remaking capitalism’**
DEAL doesn’t engage with narratives promoting ‘new kinds of capitalism’: it is fuzzy, risks being co-opted, and undermines the transformational thinking that these times call for.
DEAL regularly contributes to conferences, events, webinars and projects organised by a wide range of allies in the new economics ecosystem, in order to support and reinforce our shared goals.
DEAL’s 5-year timeline, 2019 - 2023

The below timeline shows an overview of DEAL’s intentions until 2023. These are continuously revisited and adjusted based on learnings and where the energy is going.

**IMAGINE & BEGIN**
- Hire initial core team (3 roles)
- Co-founded Community Interest Company
- Establish initial strategic collaborations
- Develop and confirm proof-of-concept tools
- High-level design of Community Platform

**LAUNCH & PROVE**
- Expand core team (add 2 – 4 roles)
- Set up initial operations and system to enable distributed and remote ways of working
- Co-create and pilot initial online tools and resources
- Launch Community Platform, Release 1.0

**EXPAND & DIVERSIFY**
- Expand core team (add 3 – 5 roles)
- Enrich DEAL’s operational capacity and governance
- Co-create and pilot additional tools through diverse collaborations
- Create effective mechanisms to promote spread of ideas while ensuring their integrity in practice
- Upgrade Community Platform, Release 2.0

**SCALE & SPREAD**
- Expand core team (add 1 – 2 roles)
- Continue co-creation & spread of tools through effective scaling mechanisms
- Learn from deeper practice and through the DEAL Community’s stories
- Upgrade Community Platform, Release 3.0, including with multi-language translation

**LEARN & ADAPT**
- Expand core team (add 1 – 2 roles)
- Further co-creation & spread of tools through effective scaling mechanisms
- Diversify collaborations and learn from deeper practice in DEAL’s community
- Reflect on Y1-5 strategy and impacts, and adapt to emergent opportunities
- Prepare for securing future core funding

The below timeline shows an overview of DEAL’s intentions until 2023. These are continuously revisited and adjusted based on learnings and where the energy is going.
DEAL’s key milestones for 2021 include:

**Team & operational capacity**
- Become full-time employees
- Operational Lead
- Hire additional thematic leads:
  - Education & Research Lead; Business & Enterprise Lead; Cities & Places Lead (by end Q2)
  - Government & Policy Lead (by end Q3)
- Put in place processes and internal systems and operational policies are fit for purpose, enabling the effective delivery of DEAL’s emergent strategy and allowing DEAL to operate efficiently as a distributed
- Improve governance & HR processes: decision-making process, team performance and learning
- Design assessment & learning processes to monitor DEAL’s impact

**Tools & resources**
- Cities & Places: enrich core tools for global North; pilot new tools for global South
- Business & Enterprise: develop and extend core tools
- Communities & Art: collate and enrich core tools
- Government & Policy: create core tools v. 1.0
- Education & Research: contribute core content to online educational programmes

**Creating spread with integrity & diversity**
- Design strategies for equipping and identifying trusted Doughnut Economics Practitioners
- Hold first series of Doughnut Dialogues for Business
- Translate core community resources into 5 languages and enable community contributions in many more languages
- Continue enabling self-starting local groups and initiatives

**Upgrade Community Platform**
- Put in place processes to involve The DEAL Community in platform development
- Build in feedback loops and other guiding mechanisms to highlight the best tools and stories of inspiration
What will success look like in the future?

DEAL aims to create regenerative and distributive economies that meet the needs of all people, within the means of the living planet. We believe that transformational change will arise when a critical mass of actors, working in a wide range of fields, start creating the ecosystem of a new economy, and make it visible through their new vision, narratives, and practice. Their leadership will inspire others like them – other teachers, cities, communities, businesses, and governments – to start taking such action themselves.

Over the next decade, DEAL aims to see:

- Doughnut Economics-inspired curricula being taught widely in schools, universities and business schools.
- Community groups and social movements bringing about transformative action, reimagining their futures and influencing policy making.
- Town and cities worldwide adopting new visions of 21st century success and transforming into thriving, regenerative and inclusive places.
- Businesses worldwide transforming both their products and their own organizational structures towards becoming distributive & regenerative by design.
- Governments embracing the vision and insights of Doughnut Economics into new political narratives and policy and impact.
ORGANISATIONAL STRUCTURE & GOVERNANCE
The DEAL TEAM

**Thematic Leads**
- Focused on DEAL’s core themes
- Pioneering new tools and data analysis
- Co-creating and building community

**Co Directors, Conceptual & Strategy Leads**
- Ensuring conceptual & strategic alignment
- Accountable as CIC Directors for DEAL’s purpose and financial solvency

**Operational Team**
- Supporting DEAL’s daily operations
- Managing public engagements
- Book-keeping
- Internal co-ordination

**Digital & Communications Lead**
- Establish & managing DEAL’s platform
- Leading DEAL’s media & online presence

**The DEAL Community**
3,000+ members of DEAL’s Community Platform, providing feedback & co-creating future platform releases

**DEAL’s Advisory Team**
Diverse international advisors providing expert knowledge and invaluable experience

**External graphic design and other experts**
Design services for tools, videos and publications

**External technical support**
Platform design and development team

**External operational support**
Providing expert support, advisory services on finance and other operations

**DEAL’s paid team members**
Commons & voluntary relations
Market-based relations
DEAL’s Organisational Structure (November 2020)

**The DEAL TEAM**

- **Thematic Leads**
  - Rob Shorter - Communities & Art Lead
  - Andrew Fanning - Data Analysis Lead

- **Co Directors, Conceptual & Strategy Leads**
  - Kate Raworth - Conceptual Lead
  - Carlota Sanz - Strategy Lead

- **Operational Leads**
  - Dana Pop - Finance Admin Lead (0.3 FTE)
  - Karen Mellor - Team Administrator

- **Digital Communications Lead**
  - Karn Bianco - Digital Communications Lead

**DEAL’s Advisory Team**
Diverse international advisors providing expert knowledge and invaluable experience

**The DEAL Community**
3,000+ members of DEAL’s Community Platform, providing feedback & co-creating future platform releases

**External operational support**
Providing expert support & advisory services on finance and HR operations

**External technical support**
Platform design and development team

**External graphic design and other experts**
Design services for tools, videos and publications

**DEAL’s paid team members**
Commons & voluntary relations

**Market-based relations**
7 team members
The DEAL Team (November 2020)

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.

Karen Mellor  
Team Administrator  
Karen 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.

Carlota Sanz  
Co-founder, Strategic & Enterprise Lead  
Carlota leads the development of DEAL’s emergent 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 DEAL’s work with Business and Enterprise.

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.

James Woods  
Communities Lead  
James leads on the design and implementation of the core processes that enable DEAL to run smoothly and effectively. He shapes the working practices that support self-management, shared governance, and healthy and collaborative environment.

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.
DEAL’s Advisory Team (November 2020)

Martin Kalungu-Banda
Martin works with business, government, and civil society leaders globally. Martin is an organisation and leadership development consultant, a facilitator of innovation and change. He is a core faculty member of the Presencing Institute and has led collaborative innovation on diverse issues. He is also the author of several books including ‘Leading Like Madiba: Leadership Lessons from Nelson Mandela’, ‘It’s How We End That Matters: Leadership Lessons from an African President’, and ‘Driftology: How to Access Life’s Greatest Opportunities by flying on the wings of others’.

Risalat Khan
Risalat is an activist and intrapreneur addressing the climate crisis, biodiversity collapse, and other existential challenges. He is a senior campaigner for the global civic movement Avaaz that helped spearhead the largest global climate marches before the Paris Agreement, spanning over 2,000 cities. Risalat also consults with mission-driven organizations on building effective and loving team cultures. Risalat has expressed his voice on sustainability issues by writing for Dhaka Tribune and the World Economic Forum’s Agenda, and speaking on panels and interviews at Davos, CHOGM, and Columbia University.

Angelique Orr
Angelique has been campaigning for change since she was about 8 years old – and throughout her career spanning more than 2 decades as a leader of global campaigns in various NGOs such as Oxfam, Refugee Action, 350.org and Save the Children. She’s led campaigns on social justice issues ranging from climate change and economic justice to refugee and child rights. She believes passionately in the power of people to bring about change, and thrives supporting people around the world in their organising, campaigning and activism. Angelique is currently Global Campaigns Director at Save the Children International. She lives in East Sussex where you’ll often find her chasing her children or nurturing her vegetable plot.

Ruurd Priester
Ruurd is a systems thinker/doer, a social entrepreneur and researcher, with many years in digital design, marketing, innovation and strategy. He is Co-Founder and strategist of Groundforce Studio, which developed the Doughnut Economics Action Lab website and platform. Ruurd is the Co-Founder and strategist of Climate Cleanup, and a Research Fellow at the Amsterdam University of Applied Science, where he works closely with local networks, niche innovators, corporates, middle ground organizations and the municipality.

Imandeep (Immy) Kaur
Immy is Co-Founder and Director at CIVIC SQUARE. She is passionate about building fairer, more equal and just cities. She is a bold and ambitious activist focused on creating large scale systemic change with citizens at the heart of the work, bridging the space between complex systems science and bold experimental practice in the heart of the city. Immy was Co-Founder of Impact Hub Birmingham, she is a member of Project 00, [zero zero] and of Dark Matter Laboratories. She was also licensee, curator and producer of TEDxBrum between 2012 - 2017.
How do we ensure good governance in DEAL?

- Shared vision & strategic direction
- Team values & practices
- Distributed leadership
- Effective processes & decision-making
- Clear roles & governing bodies
- Transparency & openness
## Governance

<table>
<thead>
<tr>
<th>Governance principle</th>
<th>What we have in place</th>
<th>How we aim to deepen in the future</th>
</tr>
</thead>
</table>
| **Shared vision & strategic direction** | • Strong shared purpose: putting Doughnut Economics into action  
• Thematic & platform strategies co-created by team | • Review and deepen emergent strategy processes |
| **Values & practices** | • DEAL’s values & principles  
• Personal check-in during daily ‘stand-up’ meetings  
• Fosteream connection during weekly team meetings  
• Celebrate achievements as a team | • Embed Pro-social skills & practice in the team  
• Create spaces for safe team feedback & reviews  
• Team learning |
| **Distributed leadership** | • Many team members lead on their thematic or issue areas  
• Multiple team members publicly representing DEAL | • Strong coherence of distributed leadership processes in a fast-growing team  
• More team members representing DEAL publicly more often |
| **Clear roles & responsibilities** | • Team members wear many hats but with clear distinctions between them | • Clarifying and refining those roles as required  
• Expand team with clear roles & responsibilities |
| **Effective processes & decision-making** | • Strategic criteria & principles to allow effective and inclusive decision taking in the team  
• Processes to get advice from our Advisory Team  
• Processes to involve DEAL’s Community in decision making | • Processes and internal systems and operational policies that are fit for purpose, enabling the effective delivery of DEAL’s emergent strategy and allowing DEAL to operate efficiently as a distributed  
• Put in place ever-clearer decision-making models and processes  
• Draw on expert support for designing internal structures and processes |
| **Transparency & openness** | • Sharing DEAL’s strategic plan and funding sources publicly | • Share DEAL’s financial accounts publicly  
• Communicate DEAL’s salaries policy |
CHALLENGING OPPORTUNITIES
We face plenty of challenging opportunities.

**Small Team – Big Impact**

**Openness versus integrity**

**Diversity and decentralisation**

Don’t be the movement – join the movement Building the plane while flying it

Here’s how we are approaching them...
## 1. Small Team – Big Impact

How can we best design ourselves as a small team (up to 10-15 people) responding to the huge and immediate interest to turn Doughnut Economics into practice worldwide?

<table>
<thead>
<tr>
<th>Challenging opportunities we face</th>
<th>Our approach</th>
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<tbody>
<tr>
<td>• Engage in strategic 1-to-1 collaborations to pioneer new tools, then promote their peer-to-peer spread through DEAL’s community.</td>
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<tr>
<td>• Support self-organising groups worldwide in adapting the tools, and building a community ecosystem of support.</td>
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<tr>
<td>• Provide spaces for people to connect and co-create, such as through webinars and collaborative projects on DEAL’s platform.</td>
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<tr>
<td>• Plan to provide online training for change-makers to become certified Doughnut Economics practitioners and ambassadors.</td>
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</table>
### 2. Openness versus integrity

How do we welcome wide engagement with Doughnut Economics thinking, while ensuring it doesn’t get co-opted by business as usual?

<table>
<thead>
<tr>
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<tr>
<td>• Define clear principles of practice and set boundaries to prevent the concepts being misunderstood or misused.</td>
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<tr>
<td>• Communicate DEAL’s conceptual position and red lines in public debate.</td>
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<tr>
<td>• Set high standards by designing key tools and showcasing progressive examples.</td>
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</tr>
<tr>
<td>• In the context of business, where the risk of being co-opted is greatest:</td>
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</tr>
<tr>
<td>• define stringent conditions under which businesses can engage with the Doughnut internally / externally</td>
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</tr>
<tr>
<td>• welcome tool innovations only if they align with DEAL’s conceptual framework for business.</td>
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</table>
3. Diversity and decentralisation

How can we create a decentralised and diverse team and online community, despite being an English-speaking organisation based in the UK?

- Recruit new team members in the global South, bringing diverse backgrounds, experience, cultures and languages.
- Keep building team systems, processes and culture that support remote working.
- Translate DEAL’s tools, stories and platform into multiple languages.
- Engage in 1-to-1 collaborations with organizations worldwide and especially in the global South.
### Challenging opportunities we face

<table>
<thead>
<tr>
<th>Our approach</th>
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<tbody>
<tr>
<td>• Design tools that can easily be integrated into the work of other organisations and movements.</td>
</tr>
<tr>
<td>• Encourage emerging groups to consider joining existing networks before initiating something new.</td>
</tr>
<tr>
<td>• Ensure new groups are open, inclusive and follow the Doughnut Economics principles of practice.</td>
</tr>
<tr>
<td>• Learn from their needs to evolve our platform and the support we offer to them.</td>
</tr>
<tr>
<td>• Ensure all local groups see themselves as members of a much wider ecosystem of changemakers.</td>
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</table>

#### 4. Don’t be the movement - join the movement

How can we best integrate our work within the new economics movement, while embracing the energy of local groups spontaneously forming around Doughnut Economics?

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*Introduction to Doughnut Economics in Cambridge*

*London DEAL Partnership - Meeting Two*

*California Doughnut 1st Meetup [Pre]*

*Doughnut Coalition Australia Meetup*
5. Building the plane while flying it (fast)

How do we create the internal organizational capacity to succeed, while responding to very high and growing external demand?

<table>
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<tr>
<td></td>
<td>Smart funding strategy: work with a close group of aligned partners to create strong, trusting and long-term relationships.</td>
</tr>
<tr>
<td></td>
<td>Recruit key additional DEAL team members as soon as funding is secure.</td>
</tr>
<tr>
<td></td>
<td>Build strong team practices on team alignment and time management to ensure workload is manageable.</td>
</tr>
<tr>
<td></td>
<td>Work with expert support and advisory services on finance and HR operations.</td>
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</table>
FUNDING STRATEGY & STRUCTURE
DEAL’s funding structure & strategy

DEAL relies primarily on external core funding from foundations and institutions that, like DEAL, are working for a world in which people and planet thrive in balance. Our current funders are listed below. We are extremely grateful to all of them for trusting DEAL’s work and enabling us to start putting Doughnut Economics into action.

<table>
<thead>
<tr>
<th>Funder</th>
<th>Amount (£)</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thirty Percy</td>
<td>60,000</td>
<td>2019 - 2020</td>
</tr>
<tr>
<td>ALV Stiftung</td>
<td>500,000</td>
<td>2020 - 2022</td>
</tr>
<tr>
<td>KR Foundation</td>
<td>27,000</td>
<td>2020</td>
</tr>
<tr>
<td>Laudes Foundation</td>
<td>27,000</td>
<td>2020</td>
</tr>
<tr>
<td>Oak Foundation</td>
<td>27,000</td>
<td>2020</td>
</tr>
<tr>
<td>Laudes/P4NE/Thirty Percy</td>
<td>1,720,000</td>
<td>2021 - 2023</td>
</tr>
</tbody>
</table>

DEAL will continue to generate some income through project-based collaborations and through offering key-note presentations and workshops for a wide range of audiences.

We have intentionally decided, however, not to pursue a self-financing business model at this stage: we believe we should focus on creating core-funded public goods for rapid spread and scale. We will revisit this decision in the future as new opportunities emerge and as we evolve as an organization.
THANK YOU!