

DEAL's Strategic Plan 2019 - 2023

The time for economic transformation is now

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

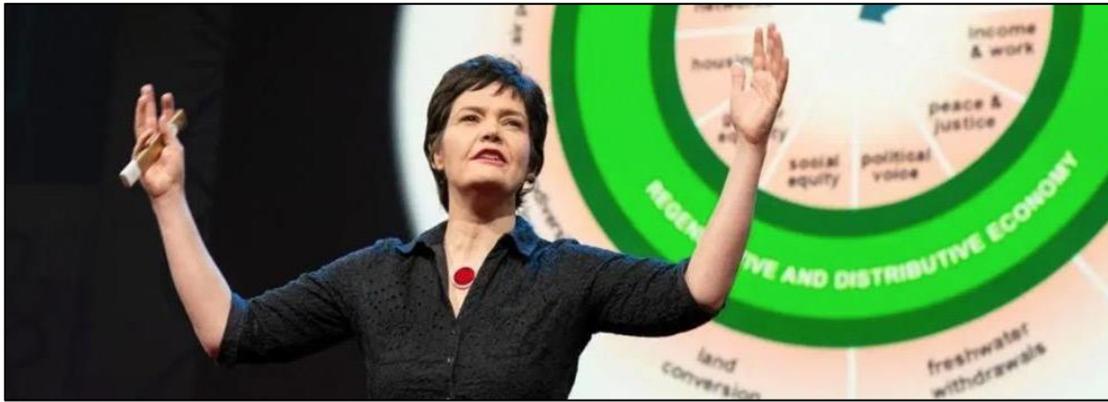
We have inherited economic theories and structures that are fueling the rise of a global 1% and simultaneously driving us towards climate breakdown and ecological collapse.

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.





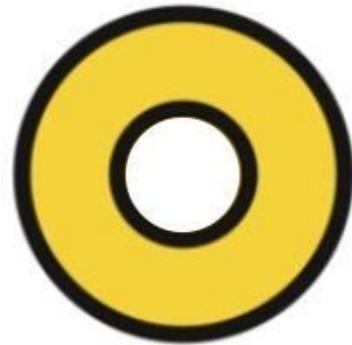
In 2017 Kate Raworth published *Doughnut Economics: seven ways to think like a 21st century economist* as a strategic act of advocacy to promote this transformation.

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.



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

CONVICTION
in transformation and its urgency

COLLABORATION
inclusive and participatory

AGILITY
adaptive to people and context

OPENNESS
based on high trust

INTEGRITY
in putting ideas into practice

RECIPROCITY
willingness to share

EXCELLENCE
we aim to do things well

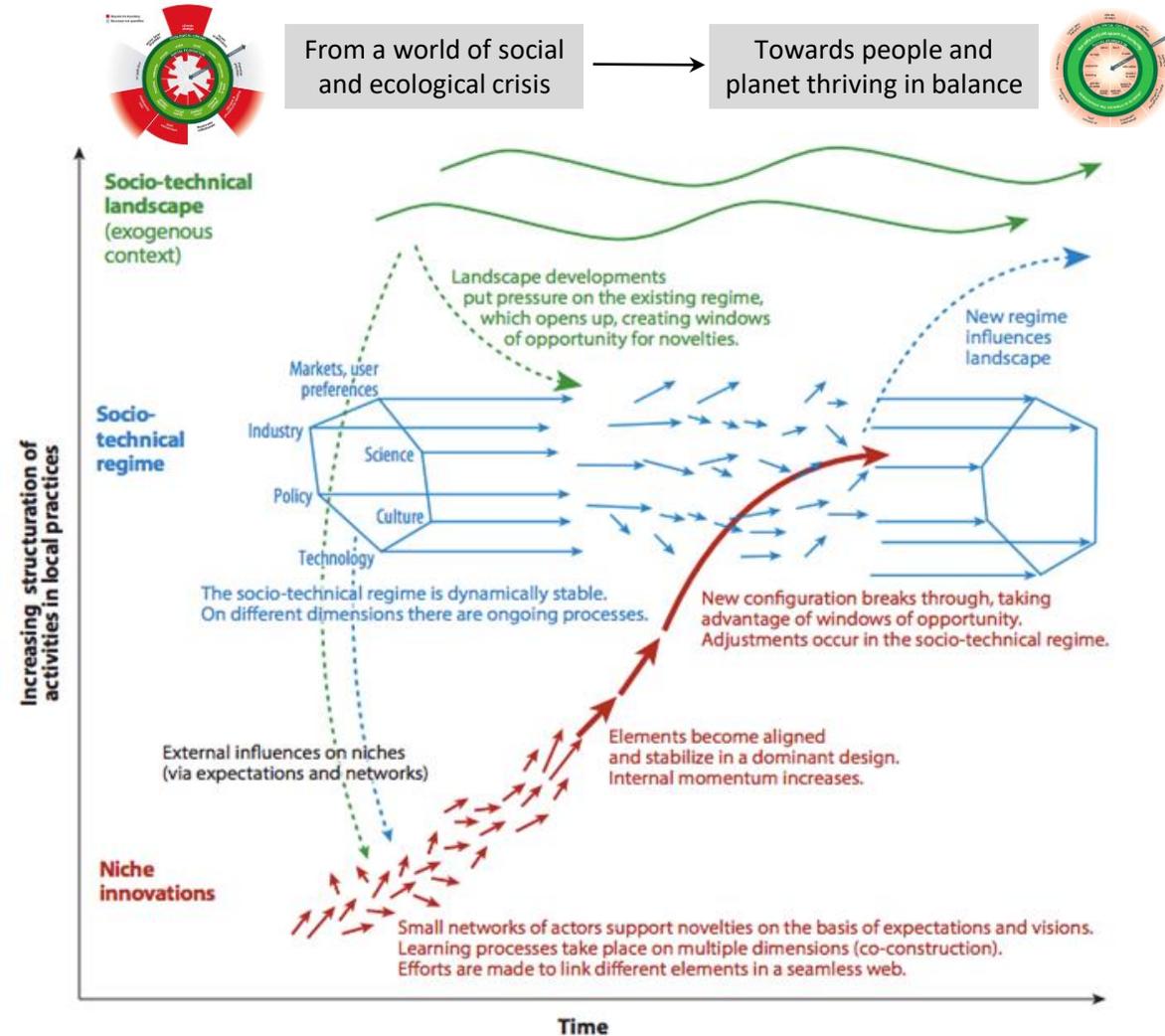
DEAL's approach to transformative change

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

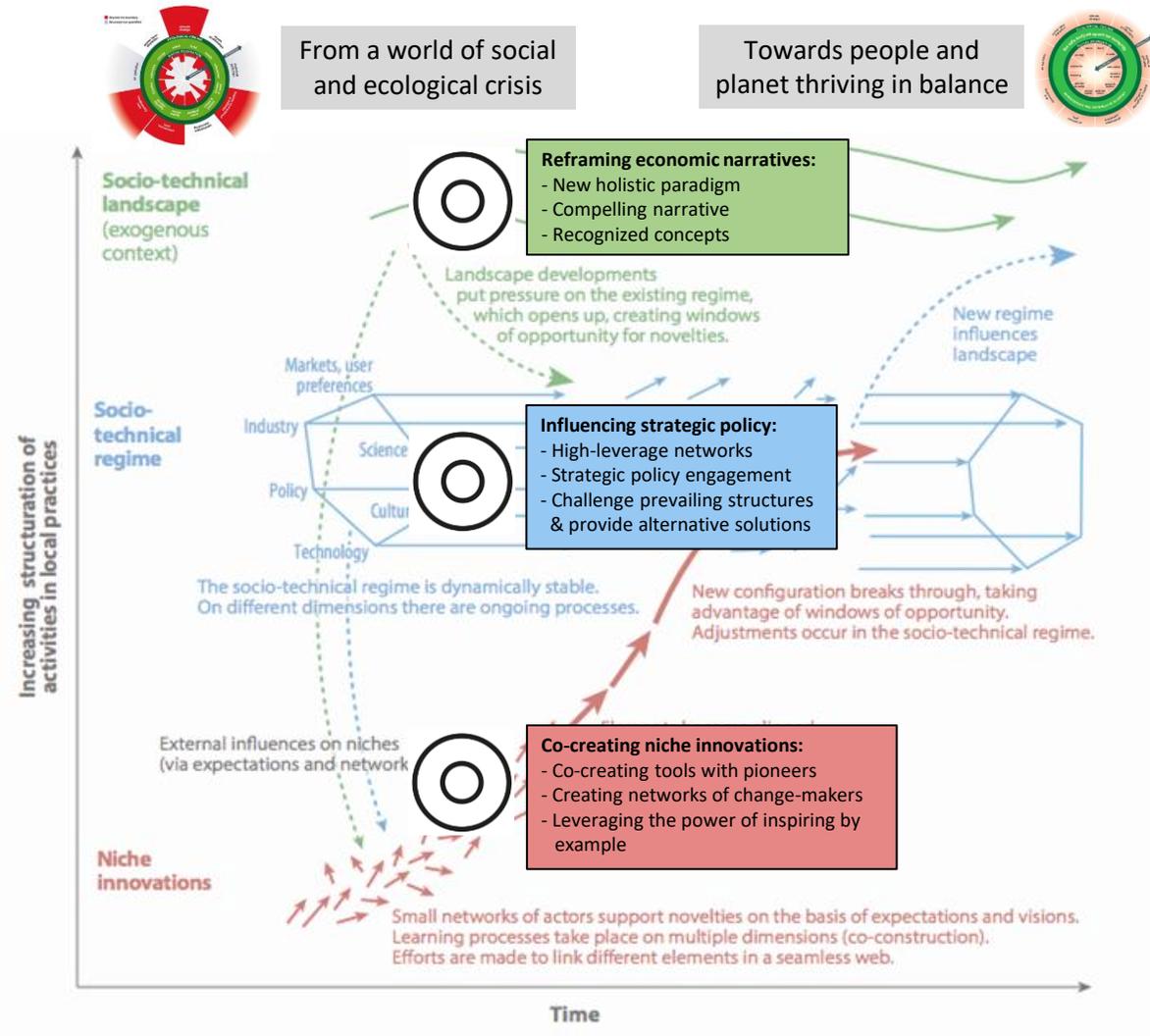
DEAL influences paradigm change through our widely recognized concepts and new economic narratives.

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:

What we do	How we do it
<p>Reframing economic narratives 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 wide-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 institutions 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 internationally to engage with ministers, senior civil servants, and policy makers • Collaborating in system-wide enquiries into structural lock-ins eg in finance, business and education
<p>Collaborating with innovators 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"> • Engaging in pioneering projects with innovators • Turning that learning into open-access tools, shared through DEAL's platform and community • Showcasing stories from changemakers worldwide who are adopting and adapting these tools, and generating peer-to-peer inspiration • Continuously improving DEAL's online platform

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:



- ① CITIES & PLACES
- ② COMMUNITIES & ART
- ③ EDUCATION & RESEARCH
- ④ BUSINESS & ENTERPRISE
- ⑤ GOVERNMENT & POLICY

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

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.



- Australia
- Barbados
- Barcelona
- Berlin
- Birmingham
- Brussels
- California
- Cambridge
- Copenhagen
- Costa Rica
- Curaçao
- Devon
- Dunedin
- EU
- Glasgow
- Ireland
- Liverpool
- London
- Nanaimo
- Nord-Brabant
- Melbourne
- Preston
- Worthing
- York

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.

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.



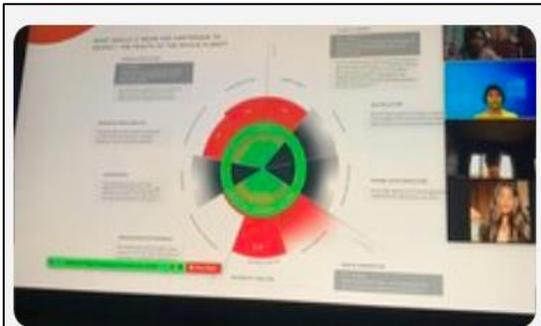
Community groups are spontaneously leading in putting the ideas of *Doughnut Economics* into action in places ranging from Cornwall to Amsterdam to KwaZulu Natal to Berlin.



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.



Our experience learning the Doughnut in Mumbai

Posted by Ryan Punamiya

Mumbai, Maharashtra, India

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



September, 17, 2020 | the DEAL Team

Doughnut Economics enters the textbooks

The syllabus for the International Baccalaureate now includes an introduction to Doughnut Economics

The International Baccalaureate textbook, *Economics* (2020, Oxford University Press) now features Doughnut Economics as a core concept in the evolution of economic thought.

coolaustralia.org Learn the 4Cs

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 - 1/7 Doughnut Economics](https://commons.wikimedia.org/wiki/File:Circular_flow_of_goods_income.png) (<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.

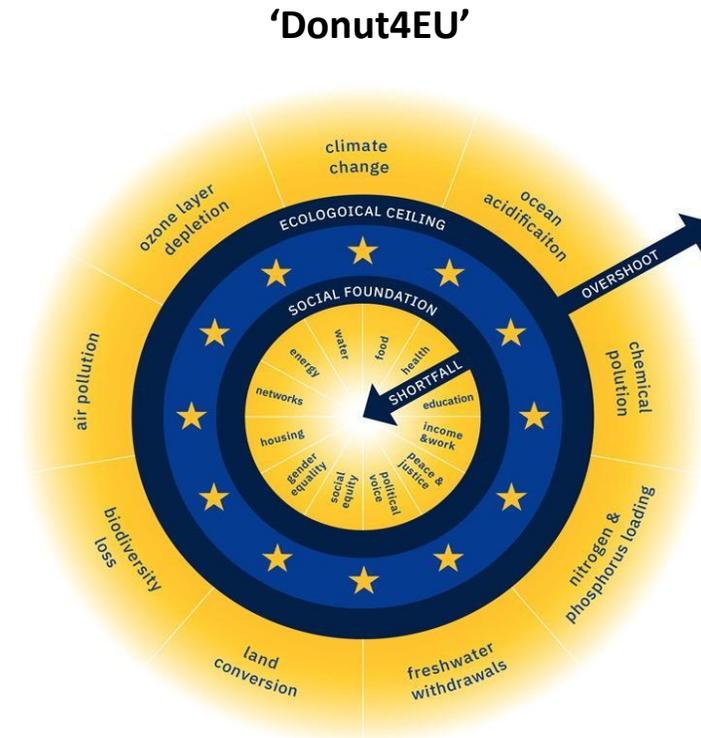
A lesson plan introducing the Doughnut for 15 year olds, created in collaboration with the film 2040, available at the website [Cool Australia](#).

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.

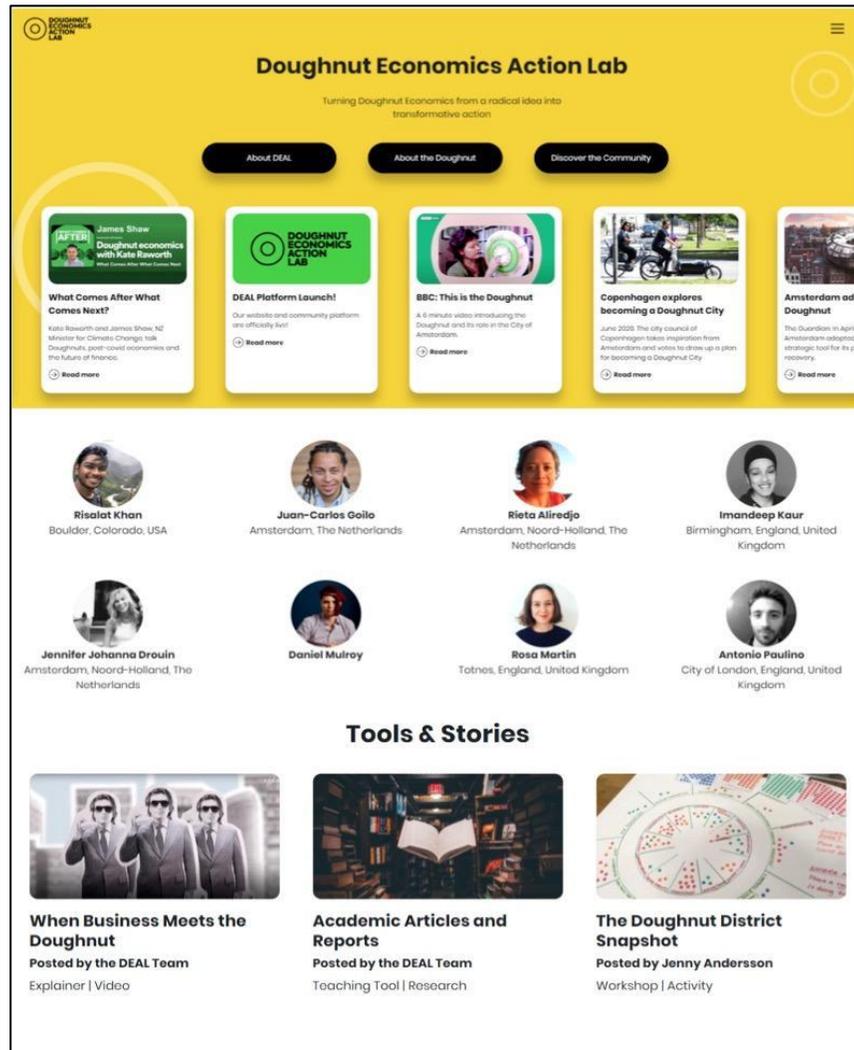


How can we do business in the Doughnut?
Kate has explored this question with a very wide range of companies including Unilever, Mars, Oatly, Houdini, Sainsburys and Good Energy.



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.



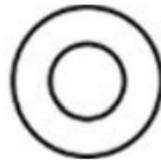
- 3,000+ members in the first three months
- Visitors from 150+ countries (every continent but Antarctica)
- 45,000 visits, with 70,000 unique page views
- 30+ tools published, 7 of them created by community members
- 30+ stories published, 21 of them shared by community members
- 1,500 tool downloads
- 2,250 newsletter subscribers in the first month
- Events initiated in Ireland, London, Berlin, California, Australia

www.doughnuteconomics.org

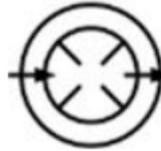
The Doughnut Principles of Practice

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.



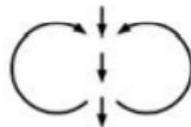
Nurture human nature. Promote diversity, participation, collaboration and reciprocity. Strengthen community networks and work with a spirit of high trust. Care for the wellbeing of the team.



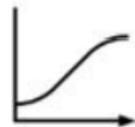
Think in systems. Experiment, learn, adapt, evolve and aim for continuous improvement. Be alert to dynamic effects, feedback loops and tipping points.



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



Pope Francis commends Doughnut Economics

In his new book, Pope Francis cites Doughnut Economics as fresh thinking on the economy

[more](#)



[more](#)



[more](#)

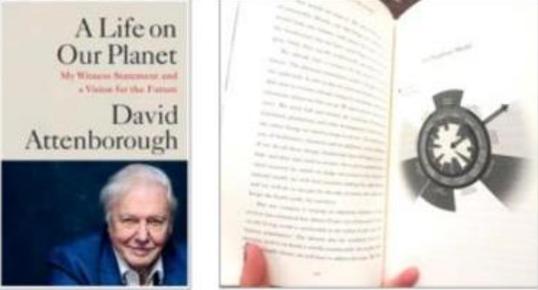


October, 19, 2020 | the DEAL Team

Women's Equality Party adopts Doughnut Economics

The UK's Women's Equality Party is the first political party to make Doughnut Economics their off...

[more](#)



October, 16, 2020 | the DEAL Team

David Attenborough Digs the Doughnut

Attenborough's new book presents the Doughnut as the compass for the future

[more](#)



[more](#)



extinction rebellion

[more](#)



October, 25, 2020 | the DEAL Team

President of Ireland backs Doughnut Economics

Michael D. Higgins calls for making the Doughnut humanity's overriding goal

[more](#)

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.

zoe

institute for
future-fit
economies



**WELLBEING
ECONOMY
ALLIANCE**



BIOMIMICRY 3.8



**C40
CITIES**
CLIMATE LEADERSHIP GROUP

**Rethinking
Economics**



**ECONOMY
FOR THE COMMON GOOD**
An economic model for the future



**extinction
rebellion**

Certified



Corporation

RSA

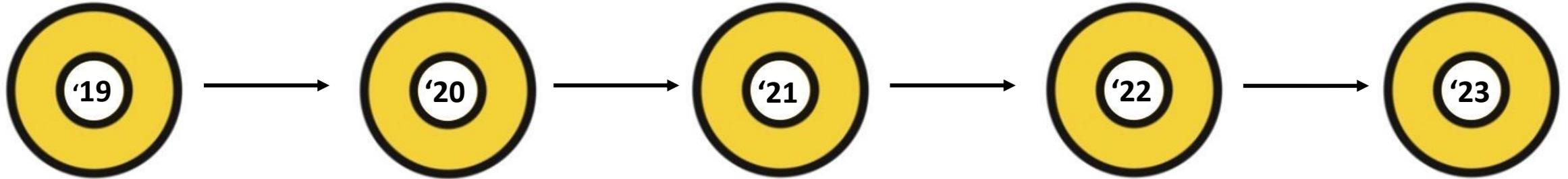


TIMELINE & MILESTONES



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-found 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

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

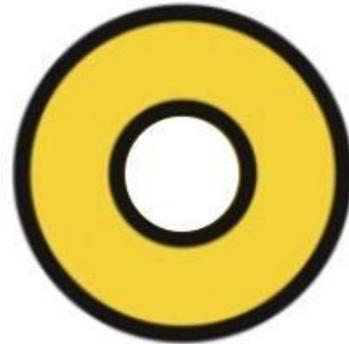
What will success look like in the future?

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.

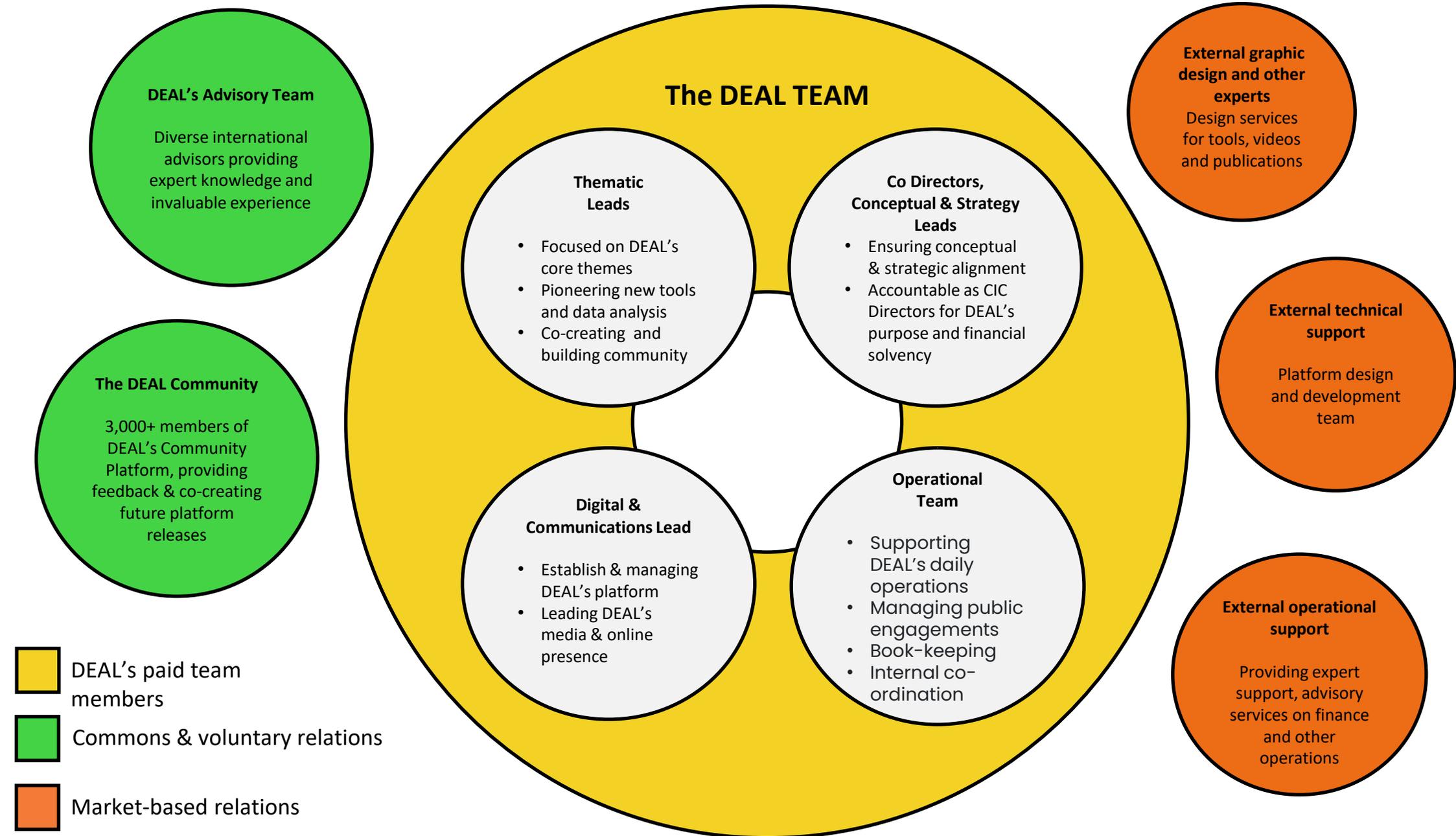
Over the next decade, DEAL aims to see:

- 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.

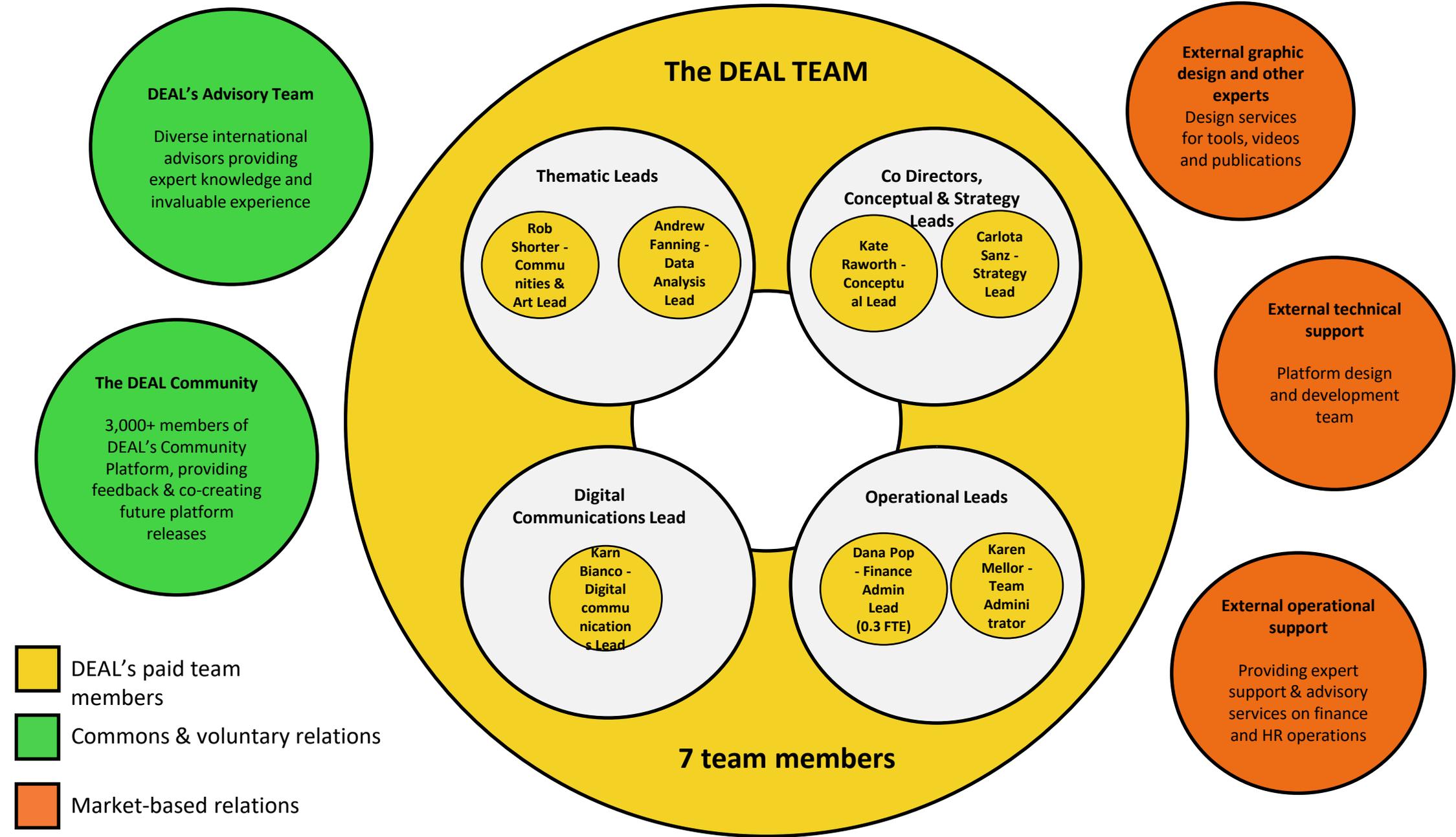
ORGANISATIONAL STRUCTURE & GOVERNANCE



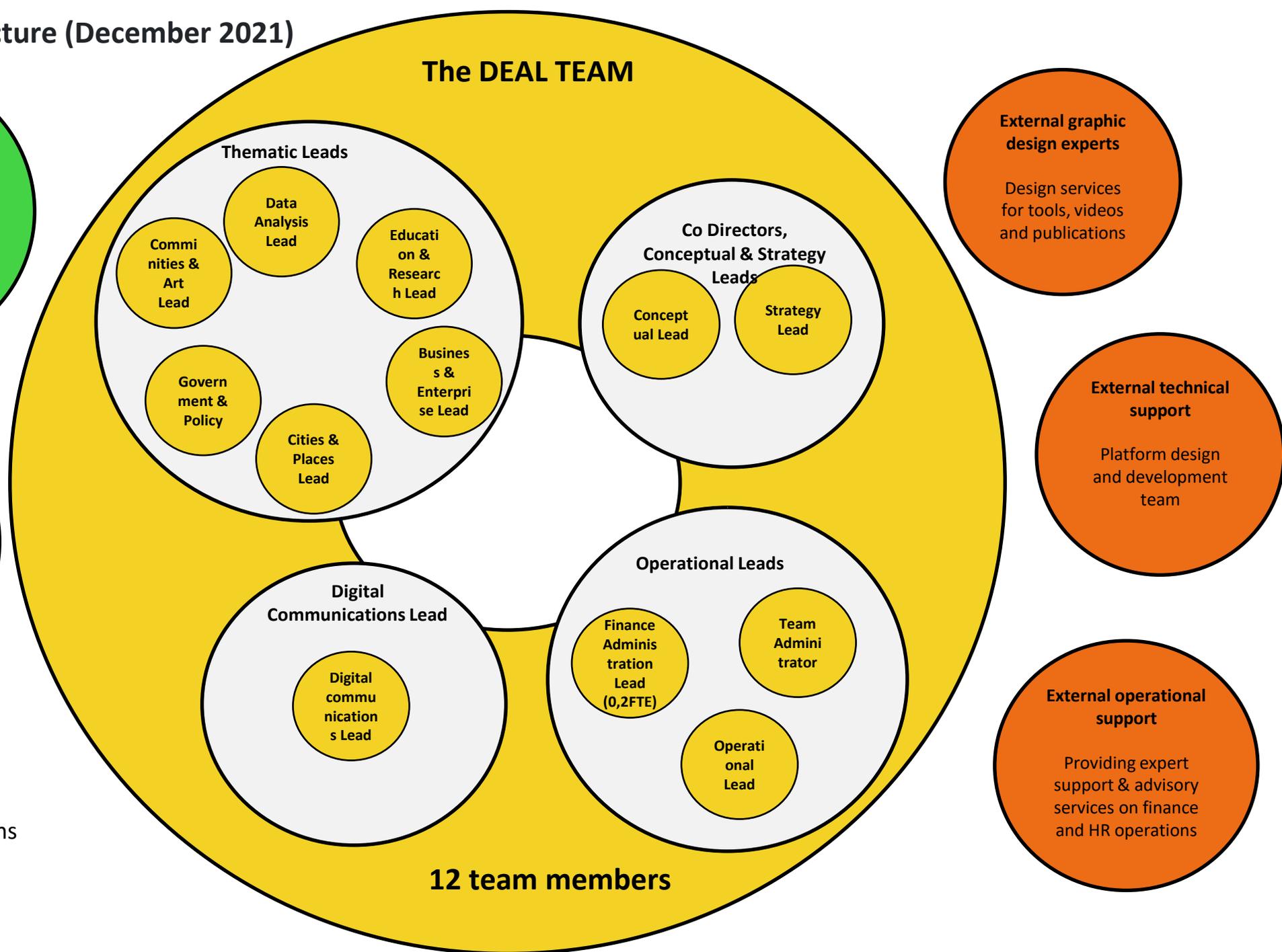
DEAL's Organisational Structure (November 2020)



DEAL's Organisational Structure (November 2020)



DEAL's Organisational Structure (December 2021)



-  DEAL's paid team members
-  Commons & voluntary relations
-  Market-based relations

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.



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.



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.



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.



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](https://www.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.

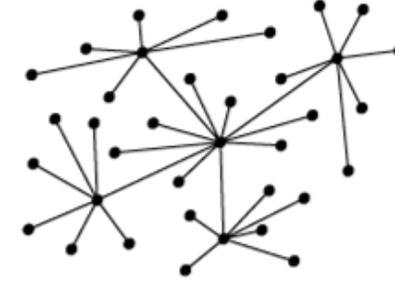
How do we ensure good governance in DEAL?



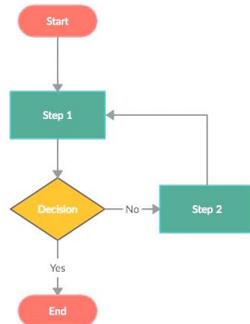
Shared vision & strategic direction



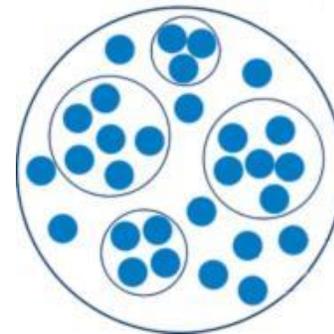
Team values & practices



Distributed leadership



Effective processes & decision-making



Clear roles & governing bodies



Transparency & openness

How do we ensure good governance in DEAL?

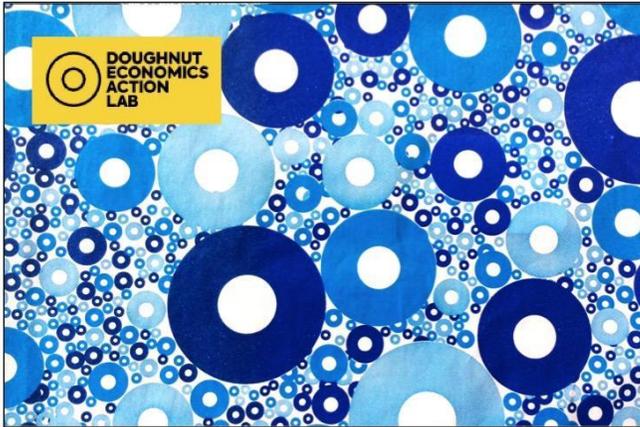
Governance principle	What we have in place	How we aim to deepen in the future
Shared vision & strategic direction	<ul style="list-style-type: none"> • Strong shared purpose: putting Doughnut Economics into action • Thematic & platform strategies co-created by team 	<ul style="list-style-type: none"> • Review and deepen emergent strategy processes
Values & practices	<ul style="list-style-type: none"> • DEAL's values & principles • Personal check-in during daily 'stand-up' meetings • Team bonding during weekly team meetings • Celebrate achievements as a team 	<ul style="list-style-type: none"> • Embed Pro-social skills & practice in the team • 360 degree team feedback & reviews • Team learning
Distributed leadership	<ul style="list-style-type: none"> • Many team members lead on their thematic or issue areas • Multiple team members publicly representing DEAL 	<ul style="list-style-type: none"> • Strong coherence of distributed leadership processes in a fast-growing team • More team members representing DEAL publicly more often
Clear roles & responsibilities	<ul style="list-style-type: none"> • Team members wear many hats but with clear distinctions between them 	<ul style="list-style-type: none"> • Clarifying and refining those roles as required • Expand team with clear roles & responsibilities
Effective processes & decision-making	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Sharing DEAL's strategic plan and funding sources publicly 	<ul style="list-style-type: none"> • 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



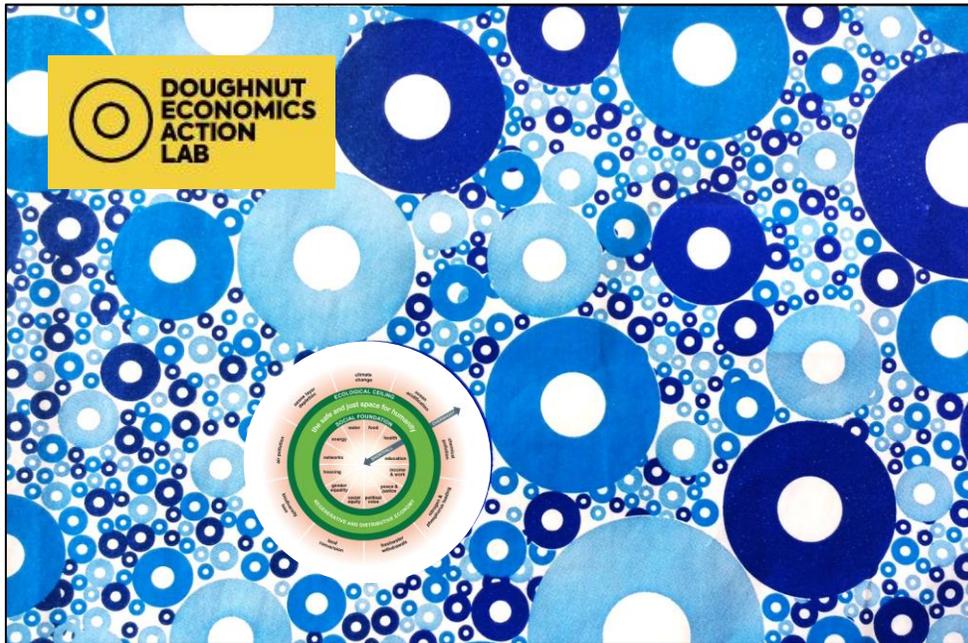
Building the plane while flying it



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?



- Engage in strategic 1-to-1 collaborations to pioneer new tools, then promote their peer-to-peer spread through DEAL's community.
- Support self-organising groups worldwide in adapting the tools and building a community ecosystem of support.
- Provide spaces for people to connect and co-create, such as through webinars and collaborative projects on DEAL's platform.
- Plans to provide online training for change-makers to become trusted Doughnut Economics practitioners and ambassadors.

3. Diversity and decentralisation

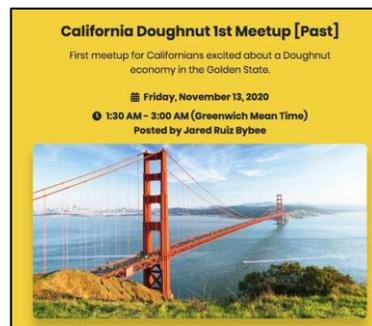
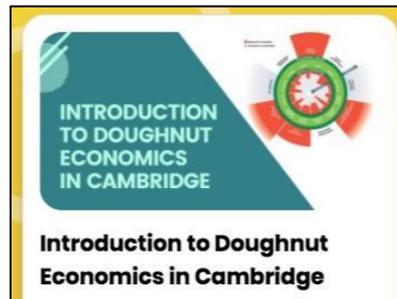
How can we create a decentralised and diverse team and online community, despite being an English-speaking organisation based in the UK?



- 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.

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?



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

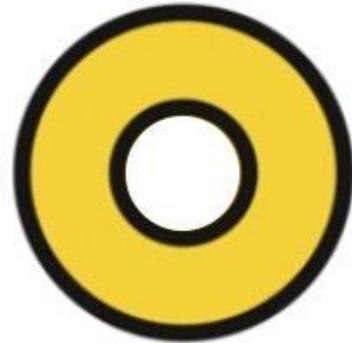
5. Building the plane while flying it (fast)

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



- Smart funding strategy: work with a close group of aligned partners to create strong, trusting and long-term relationships.
- Recruit key additional DEAL team members as soon as funding is secure.
- Build strong team practices on team alignment and time management to ensure workload is manageable.
- Work with expert support and advisory services on finance and HR operations.

FUNDING STRATEGY & STRUCTURE



DEAL's funding structure & strategy

DEAL relies primarily on external 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 enabling us to start putting Doughnut Economics into action.

Funder	Amount (£)	Duration
Thirty Percy	60,000	2019 - 2020
ALV Stiftung / Thirty Percy	500,000	2020 - 2022
KR Foundation	27,000	2020
Laudes Foundation	27,000	2020
Oak Foundation	27,000	2020

To accomplish the full potential of our ambitious vision, we are now seeking a small group of like-minded funding partners that want to support DEAL's next development phase.

Qualities sought in DEAL's funding partners:

- Having a shared vision and purpose.
- Able to provide substantial core funding, rather than project-based funding - ideally a minimum of £200,000 per year over 2021, 2022 and 2023.
- Having trust in our work and strategy, thus allowing us to evolve and adapt with circumstance
- Ready to work together as team and allow for smart and effective reporting processes that enables DEAL's team to focus on 'doing the work'

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!



@DoughnutEcon

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