Food System Vision Prize

Envisioning Regenerative and Nourishing Food Futures for 2050

Toolkit

2019

The
ROCKEFELLER
FOUNDATION

SECONDMUSE   openIDEO

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How Might We Envision Regenerative and Nourishing Food Futures For 2050?

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You'll See It When You Believe It

Think of any movies you've watched or books you've read that are set in the future. How many of them paint a positive picture of society? One of abundance, peace, economic stability? Vibrant, diverse, interconnected communities? A lush, green planet? Good food? **In our experience, we have been conditioned to envision a dystopian future, where life on Earth 20, 30, 50 years out is barely recognizable.**

The Rockefeller Foundation is launching the Food System Vision Prize as the necessary first step to creating a more hopeful future. It's an invitation for organizations, companies, governments, cooperatives, communities, partnerships, NGOs, and universities across the globe to develop Visions of the food system—the journey of food from field to family—that they aspire to see in the year 2050. To look beyond mere solutions and paint a picture that inspires, excites, and makes all 8 billion of us look forward to the future, not fear it. **Because once we envision it, we can believe in it. And once we believe in it, we can build it.**

Yes, 2050 feels like a long way off. But when you're envisioning change at a systems level—especially a system as complex as food—it can take that long to enact. So there's no time to waste.

Food System Vision Prize Core Beliefs

The following statements underpin our understanding of food system transformation and will guide the Food System Vision Prize:

1. We see the world through the lens of a multitude of interconnected food systems.

2. We believe that food connects us to our communities, institutions, culture, personal identities, and each other.

3. We believe a positive future requires honoring food traditions while also developing new ways of thinking and working.

4. We believe that transforming food systems requires diversity of thought, perspectives, and solutions.

5. We believe food systems should contribute to protecting and regenerating the environment.

6. We believe food systems should support the health, wellness, and nourishment of our bodies, souls, and communities.

7. We believe in the sensorial power of food to ignite creativity and spark joy for all.

What is the Food System Vision Prize?

It's a call to a fragmented system of actors to unite, source, and support positive Visions for the future of the global food system. Ultimately, this Vision Prize invites people who play different roles in their food system to become the protagonists in its future.

Our Goal

Inspirational Visions of regenerative and nourishing food futures for 2050.

Who We Are

The Rockefeller Foundation has partnered with SecondMuse and OpenIDEO to amplify the discourse of the state and the future of the world's many food systems. Creating a compelling and progressive Vision for the future of our food system requires a culture of collaboration that rallies industry, policy, academia, and society to act as one.

When we come together, we can deliver nourishing diets for people and the planet by 2050.

Our Purpose

1. Provide **hope** and light the way for populations across the globe to realize a more promising, nourishing, and healthy future.

2. Uncover **Visions** that merit investment in actionable solutions and concrete plans.

3. Connect food systems leaders globally into a vibrant **network** of advocates and activists for change.

4. Create a radically open approach to listening so that we might truly hear the diverse **ideas** of people around the world who care about transforming our food systems.

Our Values

We are aligned with the values established by the Global Alliance for the Future of Food:

Renewability
Resilience
Equity
Diversity
Healthfulness
Interconnectedness

Your Mission

As a Food System Vision Prize participant (a.k.a. Visionary) you will be tasked with imagining a hopeful, inspiring Vision for your chosen Place—a town, state/province, region, bioregion, watershed, country, etc.—through a "Systems Thinking" lens (see Chapter 3 for more on Systems Thinking).

The goal is to develop a Vision that reflects the views of multiple stakeholders within your chosen Place's food system and that addresses these Themes, each of which is also described in Chapter 3 of this Toolkit:

Environment
Diets
Economic
Culture
Technology
Policy
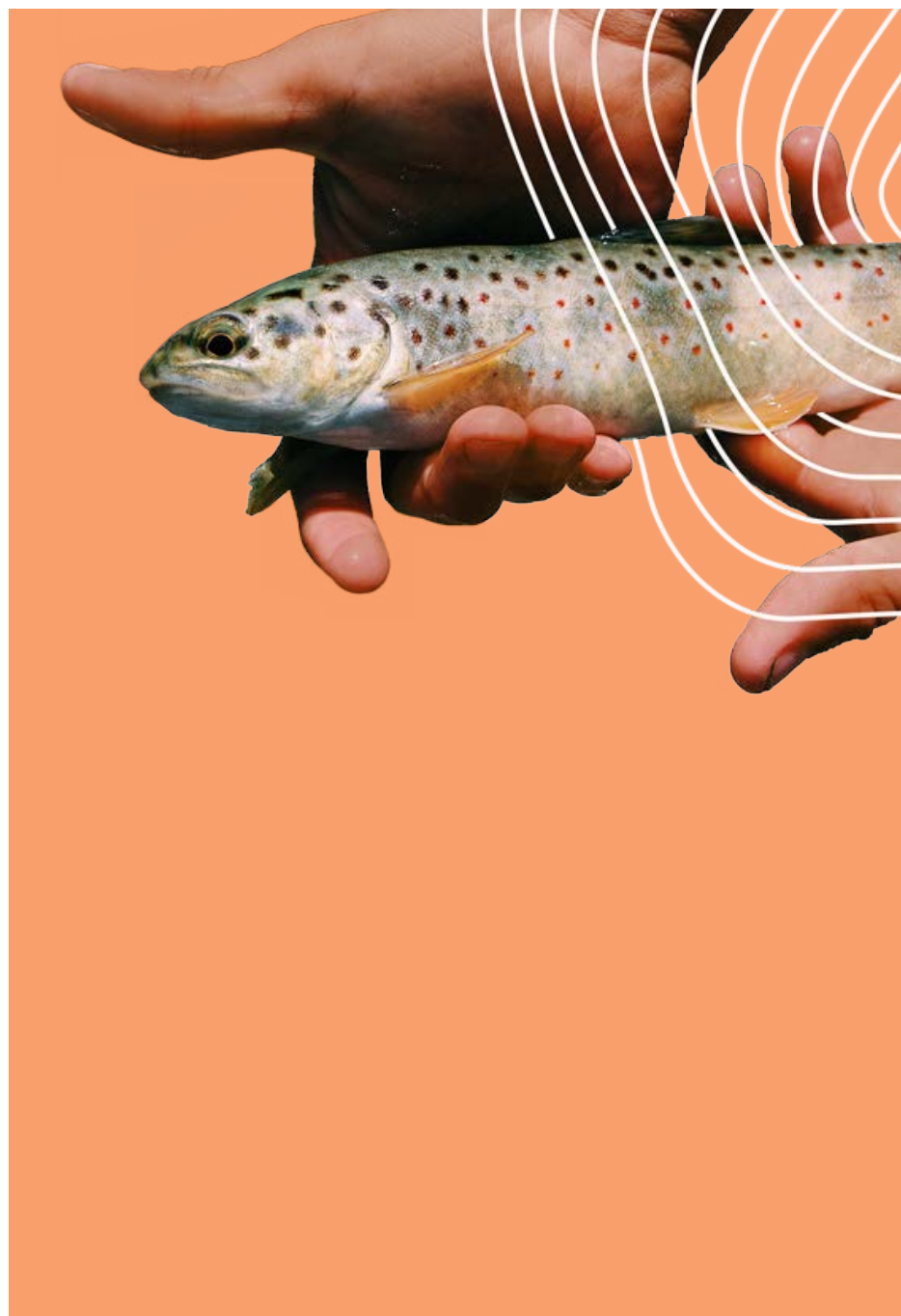
Vision vs. Solution

Before you start developing your Vision, it's helpful to understand what, exactly, we're talking about when we use that word. How does a Vision differ from a solution or innovation?

An inspirational Vision has the potential to inspire a movement. It leverages compelling storytelling and visuals to paint a picture of your ideal—but attainable—future state and inspire diverse stakeholders to rally and unite behind it. It's a snapshot of the end result, a highly thought-through "what if." Examples include: John F. Kennedy's Vision to safely land a man on the moon; Nelson Mandela's Vision for the end of apartheid; the Paris Climate Agreement's Vision for a low-carbon future; and the State of California's Agricultural Vision for a healthier population, healthier planet and thriving communities.

By contrast, solutions and innovations are the means to a Vision's end. They focus in great detail on the processes and tools needed to achieve the goal.

This isn't to say your Vision shouldn't consider the feasibility or viability of your future state. This just isn't the time to get into the nuts and bolts of it—we'll get there in our Refinement and Accelerator phases. **This is the time to think big and think brave.**

Why Food Systems?

Aside from air, food (including clean water) is the most vital resource for life on Earth. And when you look at the food systems data and 2050 projections, the future does look bleak.

A global population approaching 10 billion, greenhouse gases changing our climate, pollution poisoning our soil, air, and water. But there are also incredibly hopeful trends we can leverage to start imagining a positive future for our planet and the people who live on it. Humanity has more knowledge, technology, social intelligence, and human capacity than ever before—all of which can be harnessed to create a food system that nourishes all people, grows the global economy, and nurtures a thriving environment.
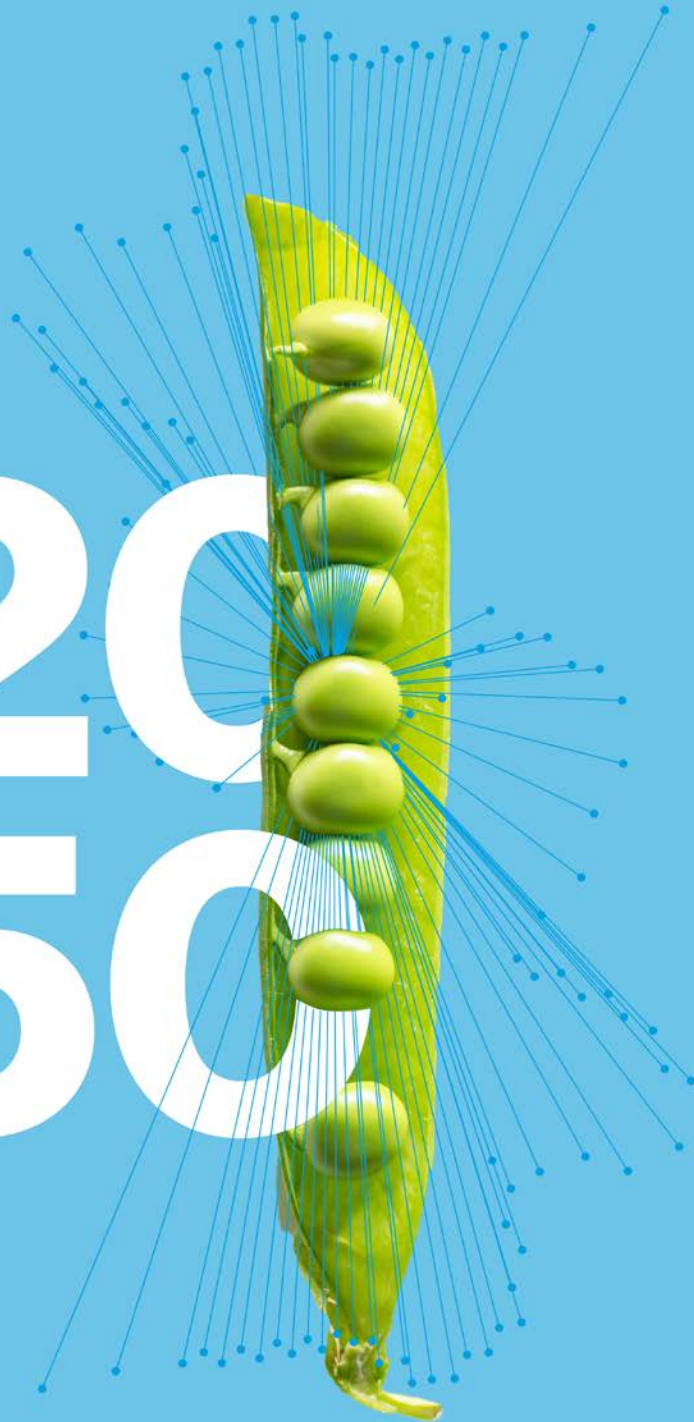
The Prize

$2M will be distributed to the Top Visionaries, who will be eligible to receive a prize of $200,000 each.

The Finalists, who will be selected after a Refinement Phase that extends from 2 March-17 April 2020, will also:

- Join a cohort of Visionaries addressing systemic food issues via a virtual Accelerator and in-person convening;

- Collaborate with a select team of advisors and stakeholders to further refine their Visions and find pathways to actualize them;

- Participate in an Accelerator during which they will have access to media and storytelling training and a global platform via media exposure, in order to attract partners, connections, and other funder and philanthropic networks;

- Refine and amplify their Visions further;

- If in full compliance with the Prize Terms and Conditions, be announced as a Top Visionary and have the opportunity to participate in a recognition ceremony.

Vision Prize Timeline

PHASE 1: Open Submission

Prize Announcement	Vision Development & Open Submission Begins	Early Submission Deadline	Last day to Apply and Submit Vision	Open Submission Evaluations Begin
22 Oct 2019	29 Oct 2019 *14 weeks*	5 Dec 2019	31 Jan 2020 *5:00 P.M. Eastern Standard Time*	03 Feb 2020 *4 weeks*

PHASE 2: Semi-Finalist Refinement   **PHASE 3: Accelerator**

Semi-Finalists Announced and Submission Refinement Begins	Last day to Submit Refined Visions	Refinement Evaluations Begin	Vision Prize Finalists Announced	Finalists' Accelerator Begins	Top Visionaries Announced
02 March 2020 *7 weeks*	17 April 2020 *5:00 P.M. Eastern Standard Time*	20 April 2020 *5 weeks*	25-29 May 2020	01 June 2020 *14 weeks*	13 Sept 2020 *A recognition ceremony may take place at a date subsequent to the Top Visionaries Announcement.*

Prize Evaluation Criteria

Advised by a large and diverse evaluation board, judges will evaluate each Food System Vision Prize submission based on its potential to inspire real, positive, and bold transformation of a specific food system that is actionable, concrete, and believed to be attainable by 2050. Judges will score Visions against the six criteria listed below. More information about the scoring rubric can be found on the Food System Vision Prize Website.

Criterion #1 Systems Focused

Visions that are infused with a systems-focused approach will illustrate how food system Themes—Economics, Diet, Technology, Policy, Culture, Environment—are interconnected and influence one another within the specific system described.

- Does the Vision address the Themes in an integrated way?

- Does the Vision demonstrate how the Themes connect and interrelate?

- Does the Vision employ Systems Thinking?

Criterion #2 Transformative Potential

Visions with the potential to positively shift the food system in the chosen Place. A Vision with transformative potential is game-changing (meaning it changes the structure, norms, standards of today). It takes us out of the current state and launches us into a new reality. It forces us to anticipate what could go wrong and plan appropriate responses.

- Is this Vision game-changing?

- Does the Vision point toward specific innovations that will need to occur? Innovation may be in science, technology, policy, movement building, or other culture-enhancing elements.

- Does the Vision paint a different, transformative, picture of the future?

Criterion #3 Community Informed

Community-informed Visions are focused on the uniqueness of a particular Place.

They show a deep level of understanding of both the Place (natural characteristics) and its People (the communities within the place). To be community-informed means to demonstrate knowledge of the challenges that face an area and its diverse food system participants (stakeholders) and to propose a hopeful future that addresses these challenges.

- Does the Vision connect to the needs and experiences of the People within the Place?

- Is the Vision inclusive of local community members representing a diversity of experience, cultural traditions, beliefs, urban/rural breakdown, ethnic diversity, etc?

- Were food system stakeholders considered during the development of the Vision?

Criterion #4 Inspiring

An inspiring Vision has the potential to ignite a movement. It leverages compelling storytelling to mobilize diverse stakeholders to rally and unite behind it. It inspires others to think, connect, and act.

- Does the Vision have the inspirational power to rally and unite people around it?

- Is the Vision compelling enough that investors, policy makers, inventors, and cultural influencers would take note?

Criterion #5 Feasible
(used in the second round of scoring only)

Bold, feasible Visions include an articulation of the concrete and actionable solutions that will be needed to make the vision a reality by 2050 in a particular Place.

They are informed by quantitative and qualitative data, grounded in future trends, projections, and local insights. And they describe a credible pathway for realization in the future.

- Is the Vision grounded in quantitative and qualitative data, whether present-day or future-focused?

- Is the Vision technically viable? Have aspects of the Vision already been validated? Has the team identified concrete and actionable solutions?

- Does the team indicate a credible pathway toward making the Vision a reality by the year 2050?

Criterion #6 Community Co-Created
(used in the second round of scoring only)

In the second phase, Community Co-created Visions are informed, developed, and co-created through consulting with a number of sectors and people representing different areas of expertise and demographic groups.

Visionaries are encouraged to engage multiple stakeholders (e.g., farmers, businesses, researchers, policymakers, food service workers, etc.) and collaborate with them to integrate their views and perspectives into the Vision. Additional consideration will be given to Visions that represent a minimum of 2 or more different stakeholders with deep knowledge of and familiarity with the selected Place (e.g., a research institute together with a farmer business organization and a city's food policy advisory group).

- Is the Vision developed with input from those with unique backgrounds, areas of expertise, priorities, and experience?

- How many different stakeholders' input are represented in the Vision?

- Did the team consult and consider input from diverse stakeholders?

Why this Toolkit Exists

This toolkit contains onboarding information that will help you and your team wrap your heads around the current state of our global food system, the stakeholders involved, and six Themes that help to explore food systems and think systematically.

You may have spent your entire career working in or trying to solve challenges for a food system. If so, we hope this toolkit provides you with new mindsets, infuses more creativity into your process, and helps you organize your ideas into a clearly articulated Vision.

Or, you may be brand new to Systems Thinking. For you, this toolkit provides the tools and resources you'll need to build a strong Vision team that can effectively address the scientific, technological, economic, cultural, political and environmental trends at play amidst growing resource demands. The explanations, examples, and exercises found here will serve as fuel for your team as you develop your Vision for a nourishing food future for a food system in 2050.

Prize Journey

The process for developing and submitting a comprehensive Vision for the Food System Vision Prize should take about three months.

The outline for this Open Submission process is as follows:

Phase 1: Assemble your team and register on the Food System Vision platform. (Be sure to read the Terms and Conditions to confirm your team's eligibility.)

Phase 2: Research and define your Place, its People and the primary challenges your Vision will address.

Phase 3: Synthesize your research into a positive Vision for the future.

Phase 4: Incorporate stakeholder feedback to refine your Vision and submit your application.

You may find that your team needs to spend a full month on each phase. Or, if your team has completed some of this work already, you may move through some phases more quickly. Obviously, the more time you allow for your journey, the more time you'll have to solicit input from stakeholders and the Food System Vision community, and to incorporate inspiring ideas into your Vision prior to the submission deadline. Chapter 4 of this toolkit will guide you through each phase in detail.

Before any of that happens though, imagine what a positive food future could look like. What would be different at the micro (household or consumer) and macro (societal) levels? Once you have some images in your mind, complete the following Warm-up Exercise.

Warm-up Exercise: News Story from the Future

This exercise will get you thinking creatively about a positive food future. The end result should be a source of inspiration for your team and others as you make your way through the Food System Vision Prize journey.

1. Write a few hopeful headlines for news stories from 2050. The headlines don't have to be directly about the food system. They can be about an event or state of affairs that is tangentially related to the food system.

2. Choose your favorite headline and write the brief (200 word limit) news story that goes with it.

    - Include details of the future state, as they pertain to the food system.

    - Include a quote from a key actor in the food system in 2050.

3. Summarize your news story in one sentence.

4. Register on the Prize platform at OpenIDEO.com. Your news story headline and one-sentence summary should inspire your answers to the first two questions on the application.

5. Bonus: While you're there, take a look at what others have posted for more inspiration.

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Milestone: Application Questions

Answer the first two questions— inspired by your news story—on the Prize platform at OpenIDEO.com.

What You Need To Build Your Vision

02

Here's where the Vision Prize Visionaries get on the same page in terms of what it is you're working to improve. Envisioning hopeful food systems starts with understanding the current state, from its stickiest challenges to its loftiest potential.

To do that well, you'll need to employ three helpful tools: Systems Thinking, Futurecasting, and Human Centered Design. We've included explanations, examples and exercises for all three in this chapter.
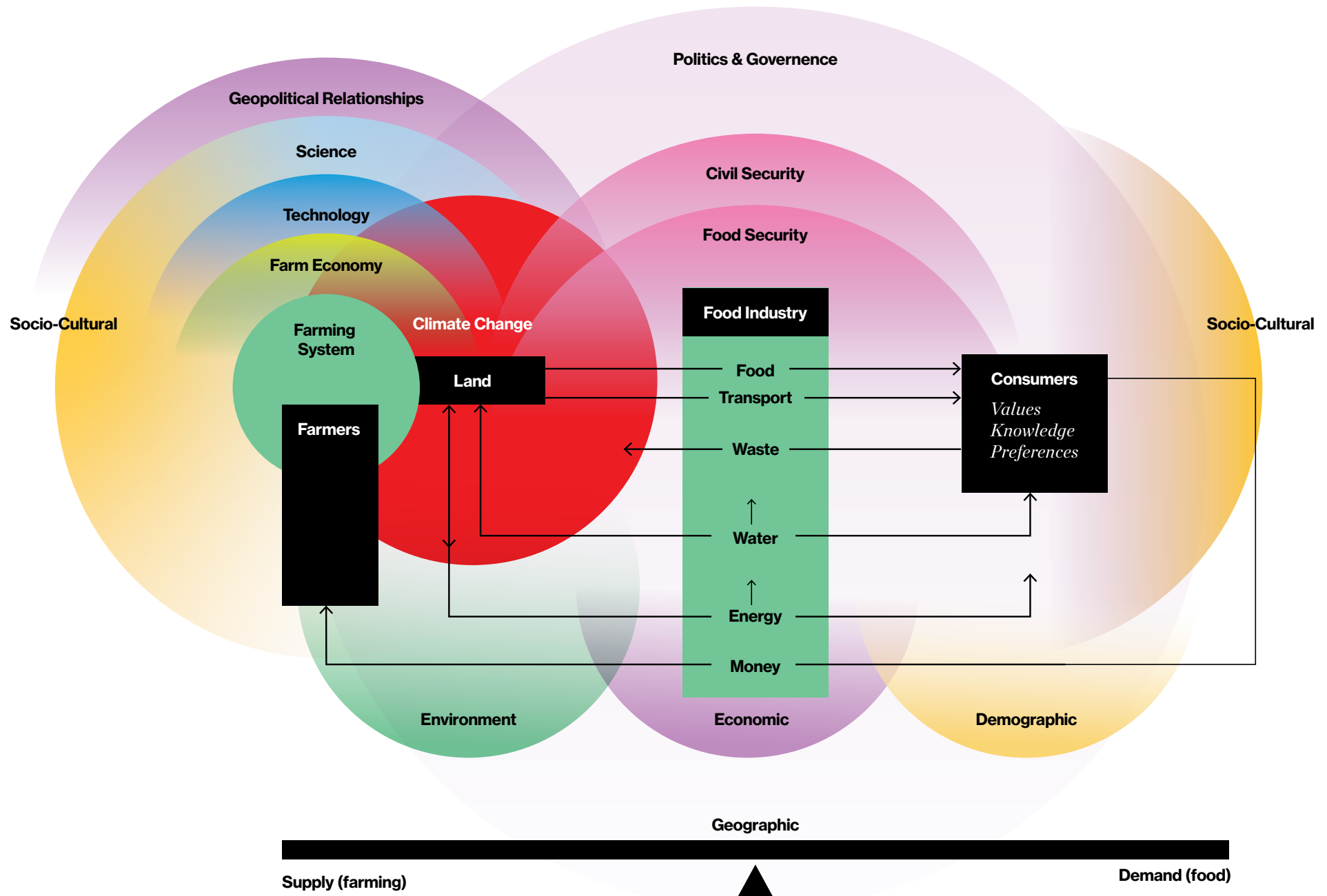
Food System Overview

The journey of the world's food, from field to family, includes a multitude of processes and vast infrastructure. Growing, harvesting, processing, packaging, transporting, marketing, consuming, and disposing of food—and the items related to food in all of those phases—engages a multitude of diverse individuals and entities. But it doesn't stop there.

The inputs needed and outputs generated at each phase are also part of the food system. For inputs on the farm, think: land, water, soil, fertilizer, pest and weed control, seed, animal feed, veterinary care, labor, equipment, and energy. Outputs on that same farm would include emissions into the air, wastewater, processing by-products, and solid waste. Add to all that the social, political, economic, and environmental influences at play—and the fact that food has deep cultural and spiritual dimensions—and you have a massive and complex system that, in this case, is in need of visionary change.

One Way to Envision a Food System

Politics & Governence

Geopolitical Relationships

Science

Civil Security

Technology

Food Security

Farm Economy

Socio-Cultural

Farming System

Climate Change

Food Industry

Socio-Cultural

Land

Farmers

Food

Transport

Consumers

Values
Knowledge
Preferences

Waste

Water

Energy

Money

Environment

Economic

Demographic

Geographic

Supply (farming)   Demand (food)

The Current Food System—
A Global Perspective

When we consider the multitude of food systems around the globe, we see challenges everywhere. Some of the indicators are obvious. We see regions of the world struggling with growing rates of hunger while others are confronting growing rates of obesity. Some grapple with both. We read about farmers earning less income and shouldering more debt; women farmers having limited access to land, inputs, and financing; plot size shrinking in many parts of the world; and farmworkers becoming one of the most vulnerable labor populations as they confront a host of challenges from a changing climate to a swelling population to the pressures of consolidation and globalization.

We feel the effect of extreme—and increasingly variable—weather on crops, both in the field and at the market.

Other indicators take some digging to uncover. The processes of growing and producing our food—whether plant or animal—are responsible for nearly one quarter of global greenhouse gas emissions. What's worse, almost one third of that food is never eaten—wasted before it has the chance to nourish anyone. And scaling food production to feed our growing populations has resulted in delivering more calories but less nutrition, and often poorer health.

There are some positive trends, though. Environmentally sustainable and local food offerings are starting to play larger roles in the food systems of developed countries. Consumers are demanding more sustainable, regenerative and plant-based food options. Some developing countries are simultaneously increasing their forest cover and their agricultural production. And innovations in technology and science are helping get food to families more efficiently than ever before.

The challenges are big. But so are the opportunities. And history tells us that with a shared direction, collective effort, and time, humans can create systemic change.

3 Tools of Transformation

Just when you're thinking that the task of building your Food System Vision might be insurmountable, enter three powerful tools:

1. Systems Thinking
2. Futurecasting
3. Human Centered Design

These tools have been helping innovators and Visionaries like you imagine entirely new possibilities and solve massive challenges for decades. And here we should draw a distinction. Designing a future Vision is different from designing a solution. A Vision needs to be actionable but also inspiring, feasible but also ambitious, grounded in facts but also unrestrained in its aspirations. Our Systems Thinking, Futurecasting, and Human Centered Design tools will help you develop and hone your Vision.
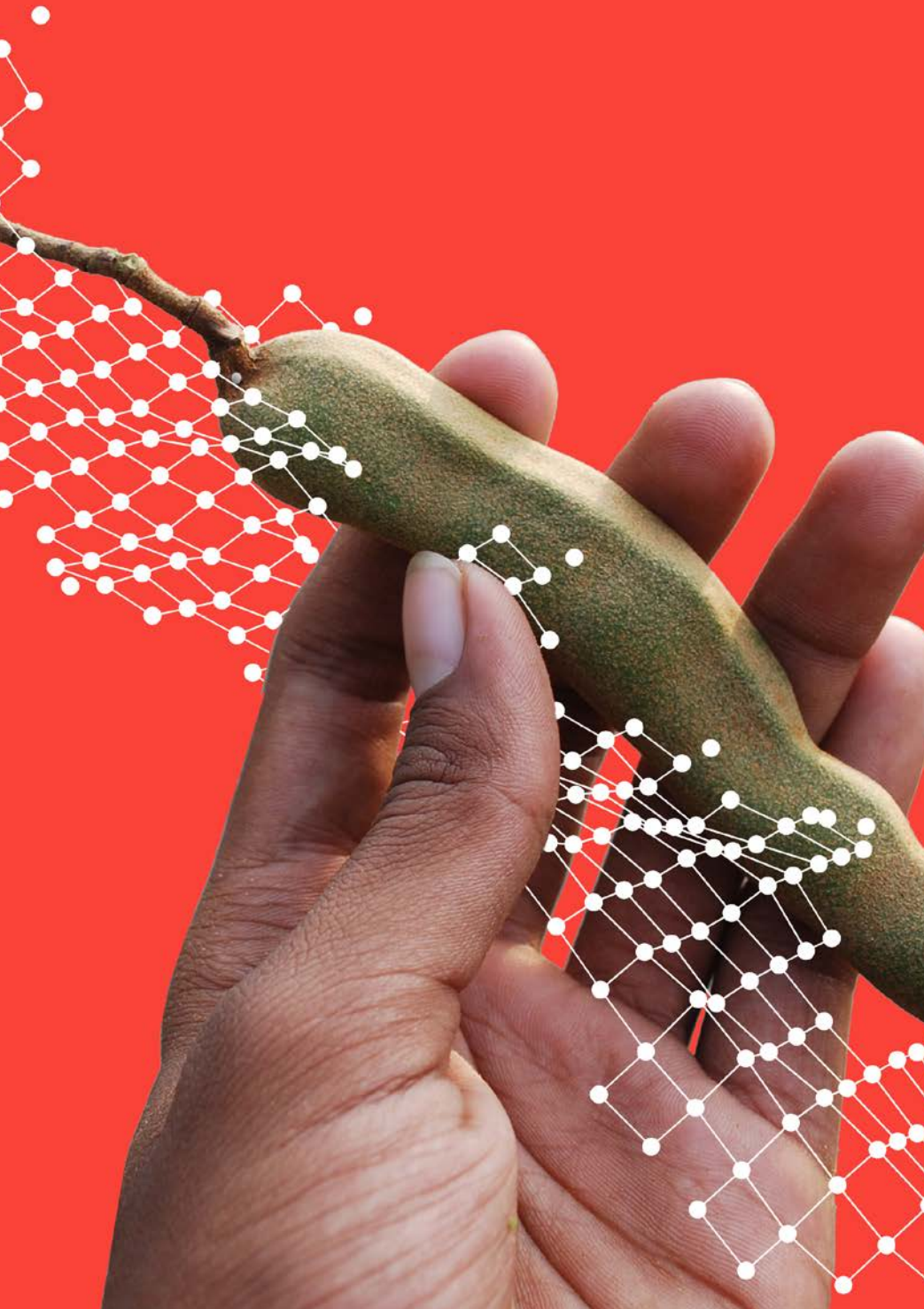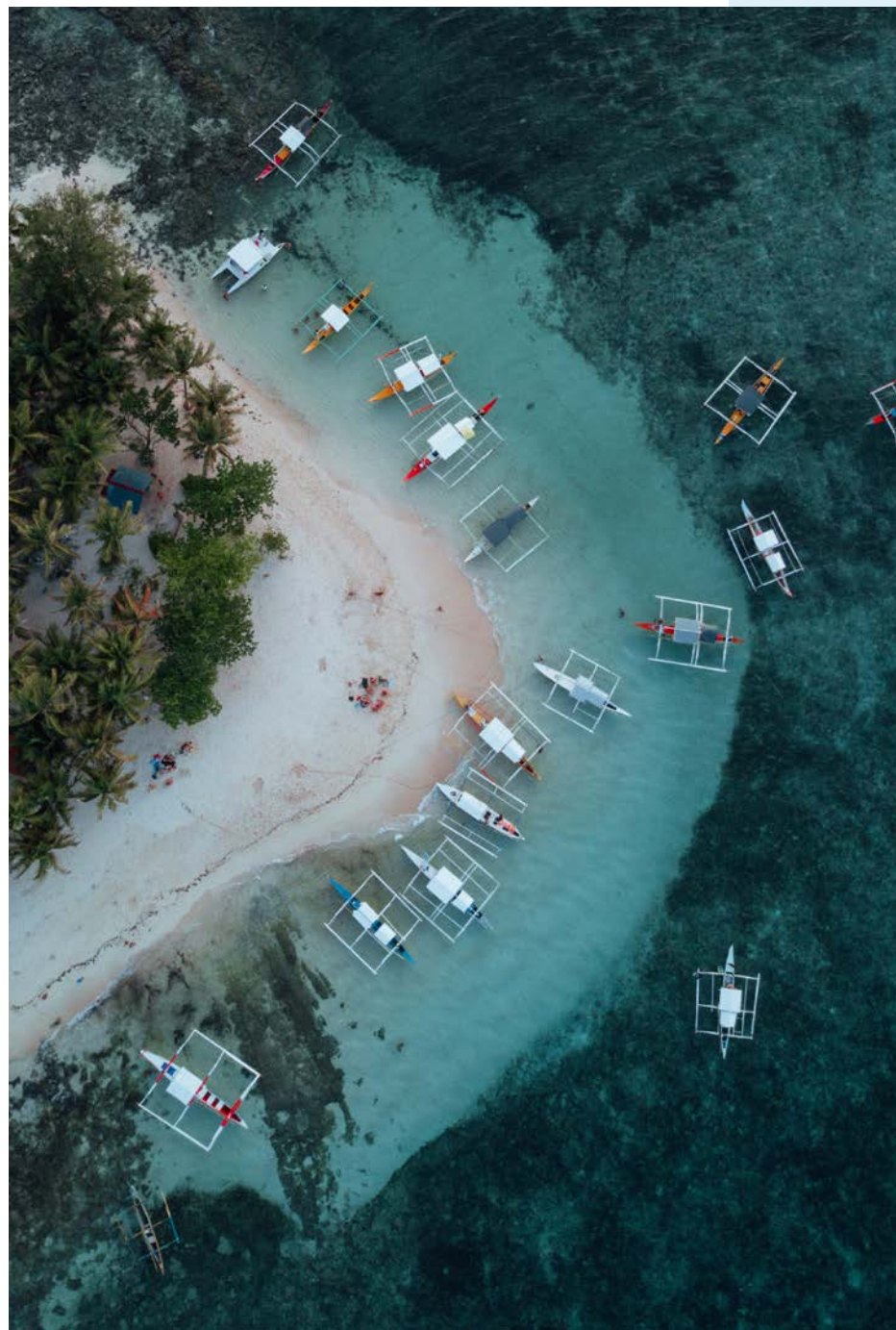
1. Systems Thinking

What it is

Systems Thinking is both a perspective and a set of thinking tools that help you see and describe complex, interconnected systems.

Why you use it

As the world becomes more connected and interwoven, it's critical for us to view its problems and opportunities as a part of the larger whole. Systems Thinking helps us do just that.

How you use it

The process requires us to move beyond just observation to identifying patterns of behavior, mental models, and structures that explain why we see the world as we do. Once we begin to see patterns, we can discover the themes and structures that inform those patterns and ideate ways to act on those root causes. Systems thinking recognizes that everything is connected: changing one aspect has consequences for other components of the system. This can have both positive and negative, intended and unintended consequences. By effectively using Systems Thinking, you can better anticipate and design for how to get to more positive, intended consequences and minimize negative, unintended consequences.

Systems Thinking
Example 1: Organic Farming in India

The global demand for organic food is <u>rising exponentially</u>. To help fill this demand, India is now home to the <u>highest number</u> of organic farmers in the world. Which seems like a winning equation. However, many Indian farmers are struggling to remain financially viable. Taking a look at the system they're working within, we can start to uncover the reasons why: Organic crop yields are smaller than traditional yields were. Organic certification processes are expensive. As chemical fertilizers are being phased out, access to organic manure has not increased. And globally, supply chains for organics are less integrated or mature than those for conventional products.

Systems Thinking
Example 2: Baked Goods in a Refugee Camp

In a refugee camp in Jordan, displaced <u>Syrian bakers</u> have set up shop, making traditional Syrian pastries. The bakers are providing income for their families, cultural comfort for the camp's residents, cultural enrichment for Jordanian customers and a helpful economic boost for the economy right inside the camp. Let's take a look at the system that makes this possible: The Jordanian government provides credit and wholesale support for the camp's small businesses. And the UN provides vouchers for cooking and heating gas, as well as food. So refugees can participate in that economy. This demonstrates the system that the bakers' business functions inside of and that makes their business possible.

Systems Thinking
# Example 3: Building a Systems Recipe for The Future of Food

The Institute for the Future (IFTF), a non-profit research organization based in California, looked at the complex global threats we face over the coming decade, from environmental disasters to income inequality to political conflict. To explore these emerging challenges, IFTF's Food Futures Lab wrote a <u>book of recipes</u> that combine five ingredients for change and forecasted areas for how the future of food can solve various societal and global challenges.

These "recipes" strike a balance between science and artistry, constraint and abundance, tradition and invention. And they help cultivate a shared ethos rooted in openness and participation, inviting unfamiliar actors—from blockchain architects to biodesigners with a taste for protein—to join in food system change. You can experiment with the recipes in this book and use the questions posed to create your own, incorporating your unique resources to make the kind of changes you want in your food system.

Systems Thinking

Systems At Work

Looking at the first two examples, you can see how the system stories unfold. Both stories involve multiple stakeholders (farmers, farm workers, distributors, processors, retailers, and consumers). And there are inputs required (seed, fertilizer, water, ingredients, financial support). Actors outside the food systems also have influence in these stories (investors, policy makers, NGOs, the UN). And the systems themselves influence the broader environment (eliminating chemical fertilizers, building economies, bridging cultures). Think of the butterfly effect; a change to any piece of the system can impact the entire system.
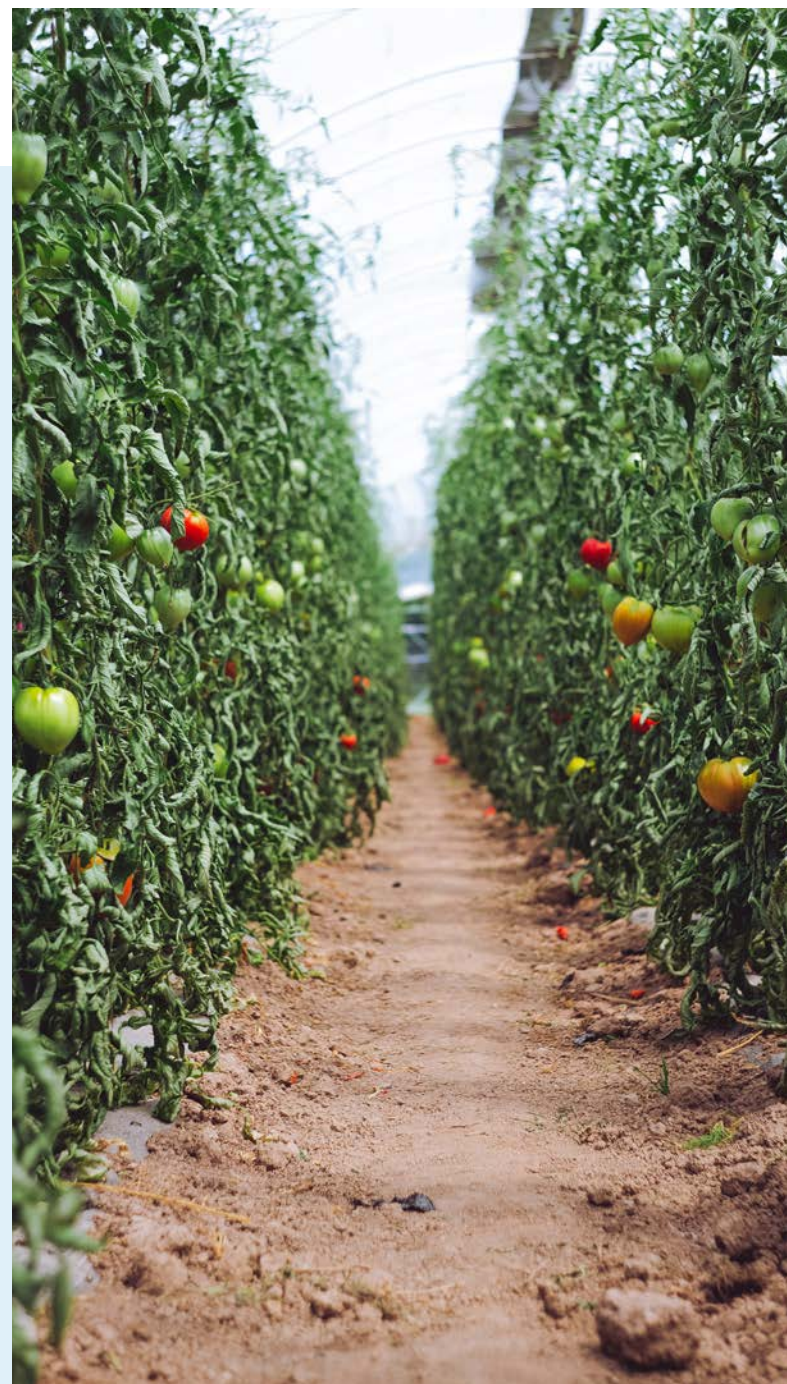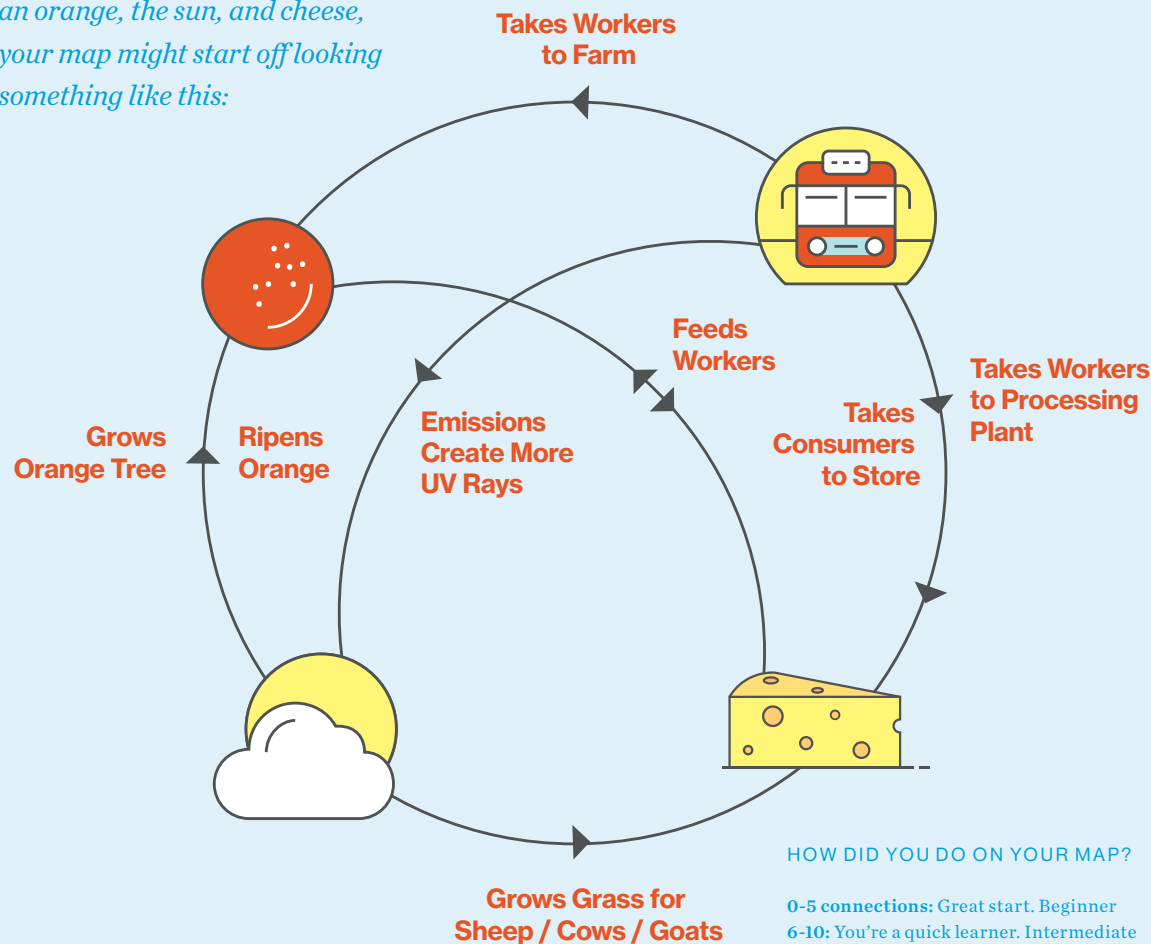
Systems Thinking
Exercise 1: Connecting the Dots

This exercise will help get your brain in the habit of finding connections among multiple, and at times, seemingly unrelated elements.

1. Ask everyone on your team to choose any four objects or natural elements (two related to a food system and two seemingly outside of it).

2. Have them draw or write down the name of each on a piece of paper.

3. Then have them draw connecting lines between each with a description of how they are connected.

For instance, if you picked a bus, an orange, the sun, and cheese, your map might start off looking something like this:

Takes Workers to Farm

Feeds Workers

Takes Workers to Processing Plant

Grows Orange Tree　　**Ripens Orange**

Emissions Create More UV Rays

Takes Consumers to Store

Grows Grass for Sheep / Cows / Goats

HOW DID YOU DO ON YOUR MAP?

0-5 connections: Great start. Beginner
6-10: You're a quick learner. Intermediate
11-15: You're a seasoned connector. Expert
>15: You're wired to think systemically!

Take it up a notch: Put all of your pages together on a board or table and continue making connections among all objects.

Systems Thinking
Exercise 2: Values Flower

The creative act of finding one idea that intersects a number of concepts and beliefs is an act of Systems Thinking. This exercise helps you do just that.

1. Think about your values when it comes to the food system. Perhaps you value equity, community, and sustainability. Whatever your values, write 4-8 of them down.

2. Now draw a flower with large petals and write one value on each of the petals. Make sure all petals meet at the center of the flower, like the diagram below.

3. Looking at your Values Flower ask yourself: **What person, experience, or thing embodies every value in my flower?** Write the name of the thing, person, or experience in the center of your Values Flower.

Systems Thinking
More Resources

There is a plethora of Systems Thinking tools you can use to get a holistic view of your challenge. They'll help your team see your food system's numerous facets, their connections, and where connections are breaking down.

Here are some of our favorite resources:

Tools of a Systems Thinker
by Leyla Acaroglu

Dancing with Systems
by Donella Meadows

Palette of Systems Thinking Tools
by The Systems Thinker

Systems Thinking Tools
by Burge Hughes Walsh

Visuals are core to understanding systems. Often these visuals are maps. We created a geographically generic system map that represents key dynamics and forces at play in the food system across the six Themes. The interactive map, built on KUMU, illustrates one perspective on the food system.

Your Pocket Guide to Systems Thinking

1. Focus inside the **boundaries** of your system, don't get lured into the web of the entire cosmos. Remember, the global food system is really a system of systems (your system likely overlaps with others at District, Country, Regional, or Continental scales).

2. To understand the workings of a system, look for **patterns** in the way a system has behaved in the past.

3. Study the **relationships** between different elements in your system. Don't study elements and their behavior in isolation.

4. Aim to understand the system, don't aim to fix it. This is how the **solutions** emerge.

5. Don't pull the system into a static solution. Instead gently **nudge** it into the desired direction, and let that direction evolve with the system.

6. Embrace **ambiguity**, don't fight it or let it overwhelm you.

7. Be **flexible** with your ideas, thoughts, and processes. Allow them to evolve as you deepen your understanding of the system.

8. Zoom in and out repeatedly, toggling often between the **micro and the macro** workings of a system and its elements.

9. There is no one solution that can fix a system. Seek to understand how each solution impacts the system **relative** to another. Particularly, consider how unintended negative externalities could arise from impacting one part of the system.
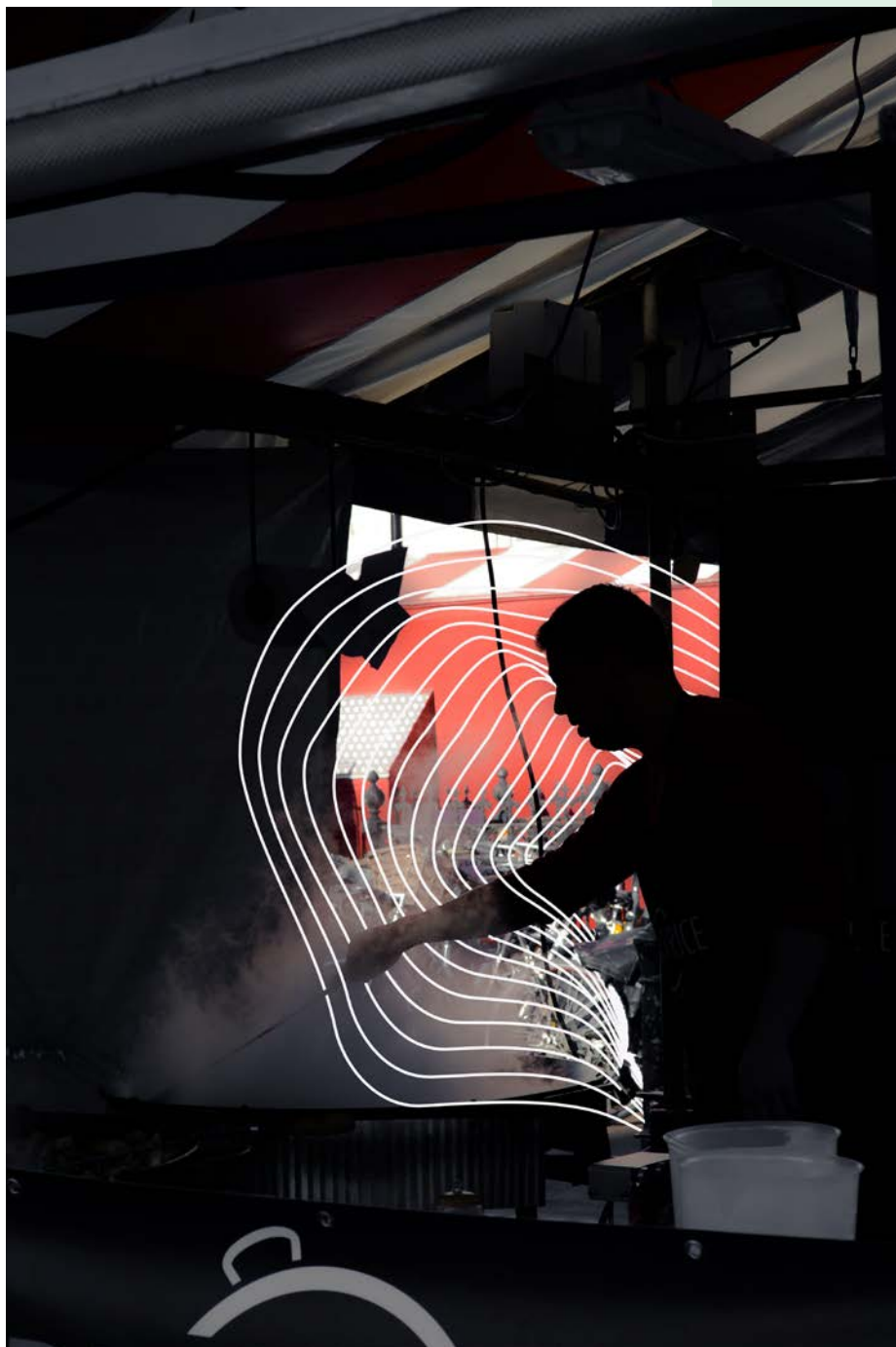
2. Futurecasting

What it is

It sounds a lot like forecasting but it's quite different. Forecasting looks at what has happened in the past via existing data and historical trends, then predicts what will happen based on that trajectory. Futurecasting, as we use the term here, looks at those things too, but goes deeper into why the data and trends are the way they are.

Why you use it

To speculate what your future Vision could look like.

How you use it

With Futurecasting, we can imagine how the future could be if we upset the current trends and create a new trajectory. Once we can imagine that future vision, Futurecasting also helps us carve a path to reach it. It's about letting the trends guide us, but not define us. The BBC, UNESCO, and Institute for the Future give us three great examples of Futurecasting done well.

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Futurecasting

Example 1:
The Future of Food in 2028

In the mid-1800s, a Scottish Naval surgeon demonstrated how food can directly impact our health by feeding citrus fruits to sailors, who then avoided getting scurvy. Fast forward to 2015, when a team of Israeli scientists found that our individual DNA can make our bodies respond differently to identical foods. "Some people had a blood glucose 'spike' after eating sugary ice cream, while others' glucose levels only increased with starchy rice." With this data, BBC's Science Focus magazine futurecasts a day when "personalized nutrition will use genetic tests ... to offer healthy eating guidance tailored to the individual."

Futurecasting

Example 2:
The Future of Water

The 2015 edition of the United Nations World Water Development Report, *Water for a Sustainable World*, futurecasts how water resources and services can impact global sustainability in 2050. It paints a picture of a world where everyone has access to enough clean water from sustainable sources to meet their needs. Looking at technological innovation trends, it proposes that agriculture will be less vulnerable to rainfall variability, water will be protected from pollutants, and more. The entire report is downloadable but the prologue is presented in this Future of Water video.

Futurecasting

Example 3:
The Future of Affordable Nutrition

The Institute for the Future, a non-profit research organization based in California, was commissioned by the Bill & Melinda Gates Foundation to forecast opportunities for the private-sector to create more affordable, accessible, appealing, and nutritious foods for lower-income consumers over the next decade. The report explores five zones of innovation that will spark an affordable nutrition revolution, finally making it possible for food companies to drive market share and do well—while doing good.

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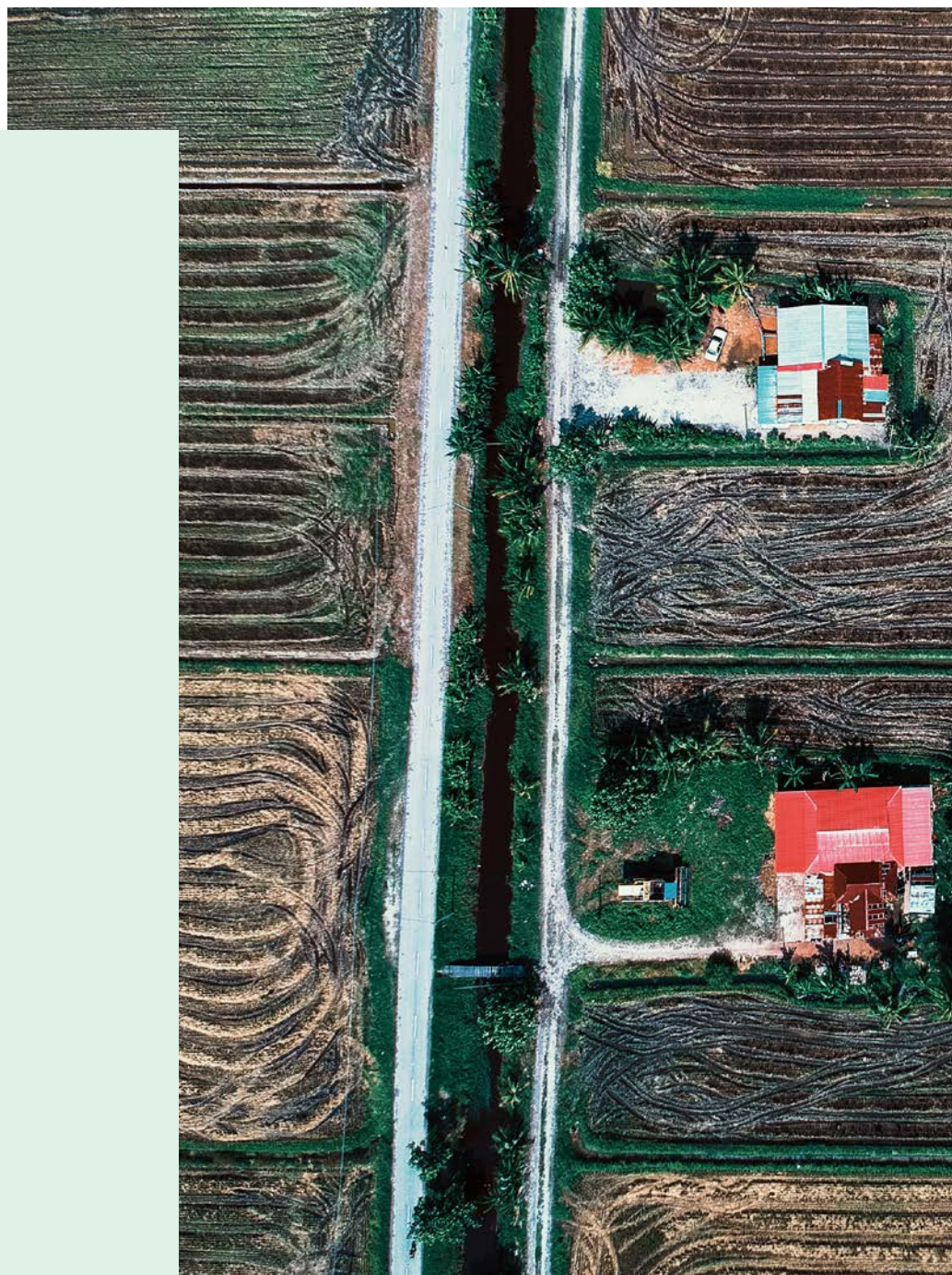
Futurecasting

Futurecasting at Work

Hope is central to all of these examples. Be that the hope of better health, more security, or more access.

But that hope is grounded in the data available now and inspired by the whys, hows, and what-ifs that the Visionaries articulate.

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Futurecasting

Exercise 1:
The Futures Wheel

This time-tested Futurecasting exercise was developed by John Glenn in 1972 to help identify the potential consequences of trends and events. Here, your team will identify the consequences of a change you'd like to initiate for your food system, following these steps for developing a Futures Wheel.

Futurecasting

Exercise 2: Back It Out

This exercise will focus your attention on what your Vision will need to deliver on to be successful. And it will shed light on the viability or complexity of various aspects of your Vision, allowing you time to alter your course early if necessary.

1. Refer back to your News Story From The Future exercise (page 17 of this toolkit) that you did at the very beginning of this journey—the one you posted on the Food Systems Vision Prize platform.

2. Re-read your headline and news story.

3. Back out from there to the assumptions necessary that would need to be in place to make this future possible. Ask Roger Martin's question: "What would have to be true to make this future real?"

As an example, Elon Musk published his first master plan for Tesla that stepped through five key assumptions that would allow Tesla to move the automotive industry toward an electric future.

The company would have to:

    a. make high-performance electric vehicles;

    b. make them cool;

    c. change the notion that they're too expensive for average consumers;

    d. ride the scale/cost curve to reduce the price and range of vehicles;

    e. make the cars more accessible to the mass market.

4. Your list of assumptions will serve as your roadmap as you drive toward your Vision.

Futurecasting

Exercise 3: Assumption Flip

This is a fun exercise that will help you and your team let go of current assumptions as you plan for the future. It will also help you imagine a future under the tight constraints of an assumption that's no longer valid.

1. On a piece of paper, have everyone write an assumption or truth about the food system today.

It can be serious or silly (e.g. fresh produce goes bad too fast, desserts are almost always sweet, mobile processing is rarely available for those who need it).

2. Sitting in a circle, pass your assumption to the person on your left.

3. Now ask each person to state the OPPOSITE of the assumption they're holding. (e.g. fresh produce STAYS FRESH FOR A LONG TIME, desserts are almost NEVER sweet, mobile processing is READILY available for those who need it).

4. Now, for each flipped assumption, imagine how that would impact your future food system: (eg: In a world where fresh produce stays fresh for a long time, what possibilities would that open up, what new challenges would it create, what would have to happen to make it so?)

5. Write down a few of these possibilities for your future food system.

Take it up a notch: reference the six Themes (Economics, Environment, Technology, Policy, Culture, Diet) and write down a few of these future scenarios for each Theme. Use this thinking to help develop your Vision.

Your Pocket Guide to Futurecasting

1. Ask the right question: **a positive "How might we...?" with radical constraints on future circumstances** (Eg. How might we imagine the future of mobility in a city if 50% of its roads didn't exist?).

2. Less bad **is not good enough**. The goal of Futurecasting is to get all the way to good, or beyond.

3. You don't need to stay in continuity with what people have said before. After all, we're thinking about the future! **The more original your ideas, the better.**

4. **Take a leap of faith**, like an explorer from the past. There is something interesting out there in the future, and you are capable enough to reveal it.

5. To see ahead, it helps to **look back**; learn from mistakes and extrapolate patterns for the future.

6. You may not be able to visit the future, but you can **imagine its possibilities.**

Futurecasting

More Resources

Earth 2050

Alex Steffen, Futurist

Tomorrow in Progress

Prototype the Future of Your Business with This 4-step Design Exercise

Four Components of Futurecasting

A Simple Nuance that Produces Great Strategy Discussions

The 10 Principles of World Building

How to Leverage the Power of Science Fiction

Six Pillars: Futures Thinking for Transforming

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3. Human Centered Design

What it is

Human Centered Design (HCD) is a creative approach to problem solving. It's a process that starts with the people you're designing for and ends with new solutions that are tailor-made to suit their needs.

Why you use it

To design a future Vision that works.

How you use it

In the case of the Food System Vision Prize, it's about building a deep empathy with the all of the stakeholders in the food system, from the people who grow the food to the people who eat it and everyone in between.

Human Centered Design gets at the nexus of three elements:

1. Desirability

*What do people desire?*

2. Viability

What can be financially viable?

3. Feasibility

What is technically and organizationally feasible?

Note that this is in reference to innovation. But we can also apply it to creating a Vision—by ensuring the Vision resonates with the people it's meant to serve, is based on a real problem, and has some possibility of being feasible in the future.
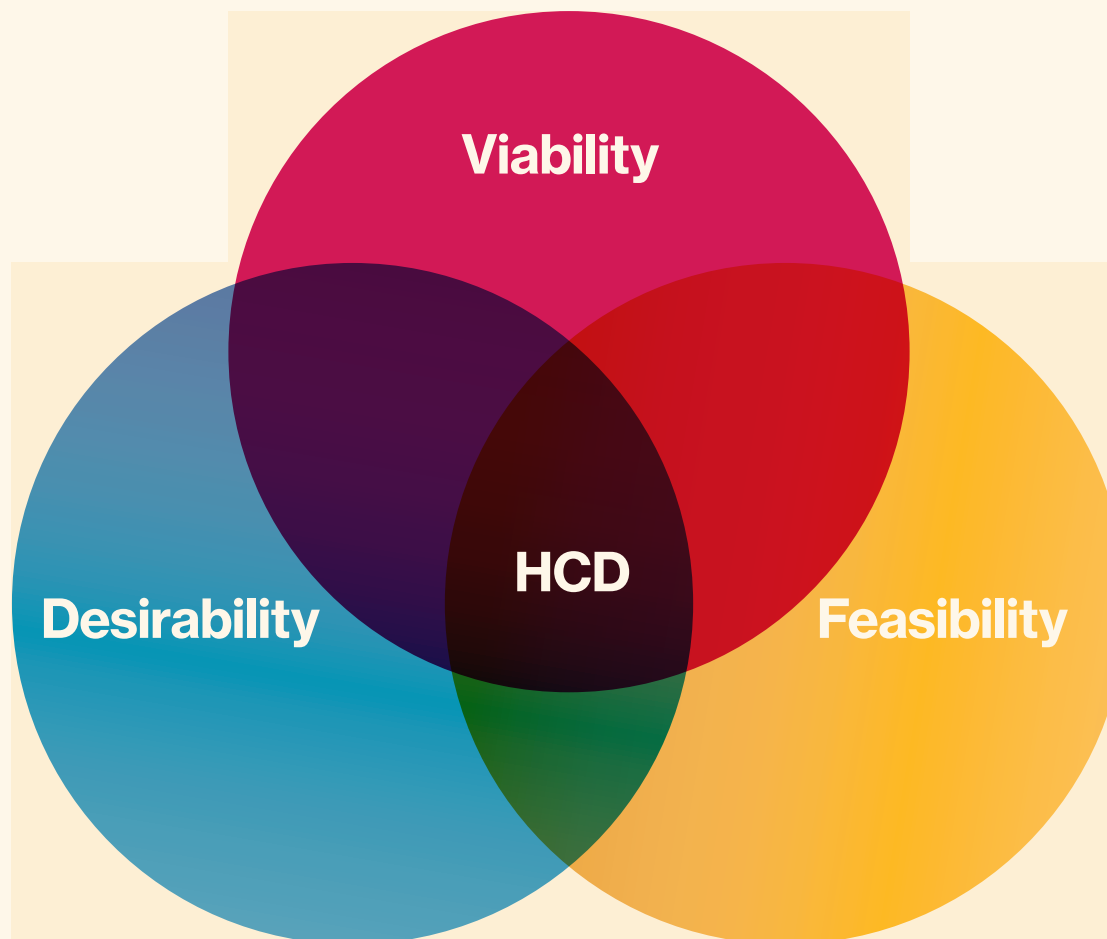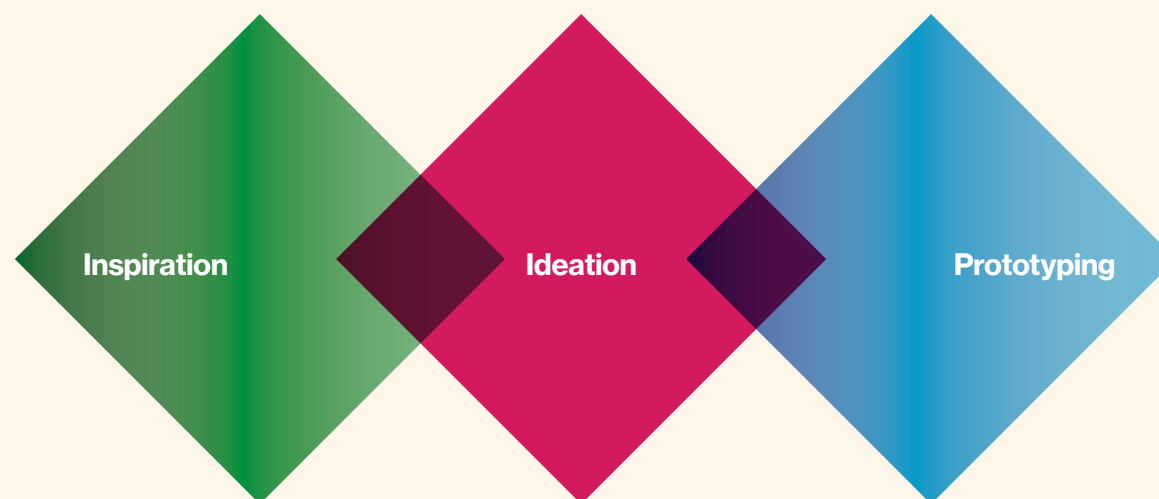
The HCD process consists of four phases:

1. In the **Research Phase** you learn directly from the people you're designing for as you immerse yourself in their lives and come to deeply understand their needs.

2. In the **Ideation Phase** you make sense of what you learned, identify opportunities for design, and prototype possible solutions.

3. In the **Prototyping Phase**, you quickly create loose prototypes of your ideas to share with the people you're designing for. The goal is to get feedback you can iterate on to hone your ideas.

4. From there, if you were designing a solution, rather than a Vision, you'd move to the **Implementation Phase**. Here's where you would bring your solution to life, and eventually, to market. And you'd know that your solution would be a success because you kept the very people you're looking to serve at the heart of the process. Since your task is to design a Vision, you'll wrap up your HCD process after iterating on helpful feedback from your stakeholders.

The Human Centered Design process is built on a foundation of seven creative mindsets:

1. Learn From Failure
2. Creative Confidence
3. Embrace Ambiguity
4. Make It
5. Iterate, Iterate, Iterate
6. Empathy
7. Optimism

These set the tone as you work with a multitude of established methods that unleash your creativity, while keeping the people you serve at the center of your design process. We've adapted two of these methods to the Food System Vision Prize below. You can access all of the methods and mindsets in IDEO's HCD Design Kit.

Inspiration   **Ideation**   **Prototyping**

Food System Vision Prize

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Human Centered Design

Example 1: <u>Restoring Faith in China's Food System</u>

A design team at IDEO helped two entrepreneurs incubate and launch Hunter Gatherer, a restaurant and grocery chain in China, where many food scandals have rocked the public's trust. The goal was to develop a trustworthy supply chain, from farm to table to grocery shelves. The team used HCD methods to test packaging, new meal concepts, and recipes. As the restaurant concept came together, finding the right food sources had to be addressed. So the entrepreneurs met with farmers, asked questions about their methods, and walked the fields. Ultimately they invested in their own farms, growing more than 80 different crops to be used in the restaurant.

Human Centered Design

Example 2: <u>Understanding Smallholder Farmers</u>

Odyssey Sensors wanted to develop a salinity sensor for smallholder shrimp farmers in Bangladesh. At the time, shrimp farmers were measuring the salinity of their ponds by taking a small sip of water and swishing it around their mouths to taste for saltiness. The margin for error is tiny, and the consequences of a lost shrimp cycle—potentially debilitating for a rural family dependent on this for their livelihood. So the Odyssey Sensors team worked with the Accelerator team at SecondMuse to incorporate HCD methods into their development process.

With guidance from SecondMuse, the team interviewed people from 56 small shrimp farmer clusters across Bangladesh. They used the learnings from that process to go back and create a prototype that was tested by more than 200 shrimp farmers. The feedback from those trials led Odyssey Sensors to develop the salinity sensor that farmers across the country use today.

Human Centered Design

HCD at Work

Both of these examples illustrate how HCD leads to real solutions for real people. Both clients started with a plan to solve a perceived problem. They immersed themselves in the lives of their stakeholders. They prototyped solutions, solicited user feedback and iterated on that feedback until they knew their solutions would be successful.

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Human Centered Design

Exercise 1: Immersion

The Inspiration Phase is dedicated to hearing the voices and understanding the lives of the people you're designing for. The best way to gain that understanding is to immerse yourself in their lives. Go talk to them in person—where they live, work, and go about their daily routines. Spend a day shadowing them. Ask them to walk you through how they make decisions. Play fly-on-the-wall and observe them as they cook, socialize, visit the doctor—whatever is relevant to your challenge. The research you collect during this exercise will directly inform your Vision.

1. Set aside a few days to head into the field to spend time with some of the stakeholders in your food system.

2. Once you're there, observe as much as you can. It's crucial to record exactly what you see and hear. It's easy to interpret what's in front of you before you've fully understood it, so be sure you're writing down concrete details and quotes alongside your impressions.

3. A great Immersion technique is to shadow a stakeholder for an entire day. Ask them all about their lives and how they make decisions. Watch them socialize, work, and relax.

4. If you've got a shorter window for immersion, you can still learn a lot by following someone for a few hours and paying close attention to the person's surroundings.

Pro Tip: Travel in pairs when you spend time with and interview stakeholders. This way, one of you can ask the questions while the other takes notes. It's much easier to stay focused on your conversation if you're not stopping to jot down quotes. And it's much easier to take accurate notes if you don't feel pressured to get back into the conversation.

Human Centered Design

Exercise 2: Stakeholder Journey Map

This exercise will help you build empathy with a stakeholder by looking beyond the narrow definition of the Vision you're trying to imagine, allowing you to consider their total experience.

1. Choose a stakeholder in the food system whose daily journey you want to map. For instance, you might choose a truck driver who takes produce from the farm to a food processing plant.

2. Write down the steps this driver takes. Include even small steps that may seem trivial, like gassing up the truck or looking for the keys.

3. The goal is to get you to consider the nuances of the experience that you may normally overlook.

4. Organize the steps into a map— this usually looks like a timeline. You can include branches to show alternative paths in the journey.

5. Look for insights. What patterns emerge? Why do certain steps occur in the order they occur in? Ask yourself how you might improve each step.

6. If possible, show your map to this kind of stakeholder and ask if there's anything you missed or put out of sequence.

7. As you look at your map, ask yourself how you might innovate and turn the ordinary experience into something extraordinary.

Pro Tip: Work with a stakeholder on this exercise to make sure you don't miss any unexpected details.

Your Pocket Guide to Human Centered Design

1. **Start with humans.** Ask the people you're designing for about their hopes, fears, needs, and desires. Find inspiration in their daily lives.

2. **Ask the right questions**—"How might we" ...address this person's challenge? ...make these people's lives better? ...solve that person's problem?

3. **Stay open to creative possibilities.** They can come from anyone and anywhere. There's time to filter later.

4. When it comes to ideas, **more is better.** Try to cover the whole spectrum, from obvious to out-there.

5. Think in terms of, **"Yes, and ..."** instead of "Yes, but ..." You'll get farther building on ideas than dismissing them.

6. **Keep prototypes simple and rough.** The goal is to get feedback, not approval.

7. **Test, iterate, repeat.** Hardly anyone nails it on the first try. And there's almost always a way to make your Vision even better.

Human Centered Design

More Resources

Design Kit, IDEO's HCD toolkit

Tools for Taking Action, Stanford D School's design toolkit

The Design Exchange, a database of design methods

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How to Build Your Vision

03

Journey Overview

In this chapter, you'll find an overview of the Food System Vision Prize journey, followed by your step-by-step guide to creating and submitting your Food System Vision.

We've included definitions, examples, exercises, and links to more resources that you can leverage throughout the process. Remember that the Open Submission phase is asking for high-level ideas. Take a look at the underlined application form to get a clear idea of what will be asked of you and your team.

Visionaries who are selected to move to the Semi-finalist Refinement Phase will be asked to evolve and further elaborate their Visions and identify opportunities and pathways to make their Visions a reality at that time.

Phase 1

Your Team

Introduce your team on the Food System Vision Prize platform

- Build your team

- Designate your team's Lead Applicant

- Align team to Vision Values

- Register your team on the Prize platform by clicking "Add Your Vision" (here is a step-by-step guide to creating a submission on the platform)

- Publish answers to the first 10 questions of the application on the Prize Platform

Phase 2

Your Place And Its People

Research and define the Place and People you're creating a Vision for

- Choose a Place (see the instructions on pages 57-58)

- Describe the Place and its resources, its People and their relationship with food

- Establish stakeholder relationships

    1. List the food system stakeholders and influencers in your Place

    2. Connect with key stakeholders to understand their needs, wants, and motivations

Your Challenge
Define the primary challenges you'll address through your Vision

- Synthesize all your research to identify the biggest challenges that the food system in your Place is facing

- Shortlist the most important challenges for your Vision to address

    1. Establish the connection between the challenges you have identified, and their intersection with the Themes

    2. Consider the questions within each Theme and how your Vision might address these

- Data

    1. Leverage data (quantitative and qualitative) to supplement and support your research

    2. Apply data and insights you uncover to build your Vision

- Publish answers to the next 6 questions of the application on the Prize platform

Phase 3

Your Vision

Synthesize your research and challenges into a positive Vision for the future

- Leverage your key stakeholder insights, challenges, and Theme responses to develop a systems approach for your Vision

- Bring the top insights together to draft your Vision

- Publish answers to the last 5 questions of the application on the Prize platform

Phase 4

Refine Your Vision

- Get feedback from key stakeholders through interviews/discussions

- Synthesize feedback and incorporate into Vision

- Bring it all together into your final Vision and publish your application on the Prize platform by 31 January 2020

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Phase 1:
Your Team

Our belief is that a Vision this big requires multiple voices. For that reason, **we're only accepting Vision Prize applications submitted by legally registered and organized entities**. If your team is comprised of multiple entities, you need to choose one entity under which to register and receive any prize award.

Maybe your team has already been working on envisioning positive food futures for a while. Or maybe this is your team's first foray into this challenge area. Either way, we strongly advise building a multidisciplinary Vision team. Collaboration with people from diverse backgrounds and areas of expertise has the great advantage of providing more insight and perspectives on the challenge, not to mention more ideas. In this section, we will guide you through the process of building a team and aligning on Vision values.

Phase 1: Your Team

Build Your Team

It's easy to over think this. Don't. Start with the people around you who care about this issue. They may work in the food system. Or they may just be consumers of food. What you need now is people who share your interest in the challenge and have time to contribute to it.

As you connect with various stakeholders in the food system, invite them to join your team. The more diverse their areas of expertise, the better. Note that by the end of the Open Submission phase, you must be a qualifying legally registered and organized entity in order to submit an entry.

Phase 1: Your Team
Align On Vision Values

Once you've assembled your core team, you'll want to align on a set of values that underpin your Vision. But first, it helps to see how your Vision values fit into the larger picture of your Vision.

Anatomy of a Vision

Visions that galvanize people to support and help manifest them have three important elements: a Goal, a Purpose, and Values. And you'll want everyone on your team to get on the same page with all three.

Here's how to think of these elements in terms of the Food System Vision Prize:

1. Goal: A clear picture of your end result

What is the positive food future you wish to see?

What does it look like? (Pictures, please!)

2. Purpose: A reason for its existence

Why does your Vision exist?

What issues will it solve?

3. Values: The principles that guide how you accomplish your purpose

What is your team not willing to compromise on?

What core truths will guide you?

It would be premature to align on your team's Goal and Purpose this early in the game, as you haven't yet wrapped your heads around the challenges of your Place and People. But it helps to see how these three elements interact with each other.

Values We Value

The Global Alliance for the Future of Food (GAFF) has established six values that align seamlessly with the Food Systems Vision Prize beliefs. They're important to consider, but not to the exclusion of values that your Vision Team may hold.

Renewability
Address the integrity of natural and social resources that are the foundation of a healthy planet and future generations in the face of changing global and local demands

Resilience
Support regenerative, durable, and economically adaptive systems in the face of a changing planet

Equity
Promote sustainable livelihoods and access to nutritious and just food systems

Diversity
Value our rich and diverse agricultural, ecological, and cultural heritage

Healthfulness
Advance the health and well-being of people, animals, the environment, and the societies that depend on all three

Interconnectedness
Understand the implications of the interdependence of food, people, and the planet in a transition to more sustainable food and agricultural systems

Values Exercise: Align on Vision Values

Your Vision values are what guide you when difficult decisions have to be made. If you want your team members to be totally committed to your Vision, they need to feel that their own values are reflected in the Vision values. So they can't just be prescribed. This exercise helps your team align on personal values that will help clarify your Vision values.

Pro Tip: select one person on your team to be the facilitator of this exercise.

1. Give everyone on your team a stack of papers, and ask them to jot down their personal most-favorite and least-favorite moments on the current journey of food, from field to family— one moment per piece of paper, aiming for about 5 per person. Add a plus sign (+) to positive moments and a minus sign (-) to negative moments.

2. Together, post all of the moments on a board or lay them out on a table— positive moments in one area, negative moments in another area. Each person can share a bit about each of their moments as they post them.

3. As you see themes emerge, cluster them together (eg: cooking for family, grocery shopping, planting gardens or crops, etc).

4. Talk about what values are at play in those areas (connection or community, access or choice, stewardship of the land or self-reliance, respectively).

5. Talk about how those values might relate to your Vision. Do they mirror or build on the GAFF values of Renewability, Resilience, Equity, Diversity, Healthfulness, and Interconnectedness? Do they contradict any of them? What role might your team's culture play in prioritizing values?

6. As a final step, vote on the values that most resonate with your team. You could allow everyone to select their top three. The values with the most votes become your Vision Values. Decide how many values you'd like to have (we suggest 4-7).

7. By the end of this exercise, you should have a draft version of your Vision values.

Phase 1: Your Team

The Care and Nurturing of a Vision

As you build your team and hone your Vision, keep in mind some of the hallmarks of visionary leaders.

Be imaginative.

The sky's the limit at this phase. Reach for it.

Embrace failure.

If you head down a road that turns into a dead end, learn from it. Apply the insights you gained on the way to start off in a new direction.

Stay focused on the big picture.

Don't get bogged down by the minutiae. There's plenty of time for that later.

Share your Vision.

As you talk—and listen—to others, your Vision can inspire them to join you.

Stay open to new ideas.

They can come from anyone. And remember, your Vision is a living thing; it changes as you learn, build, and test it out.

Food System Vision Prize

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Phase 1: Your Team
Visionary Support

Unifying a creative team representing diversity of thought and expertise can be a challenge in itself. But in fact, it's the differences among you that will make your Vision systemic in nature. Aligning on your team's goal, purpose and values will help ground your team in your common cause and stay true to your North Star. We've added links below to resources that can help you build a common lexicon for communication, keep you grounded in your mission, and keep conflicts or tensions from impeding your progress.

Exercises to break the ice

How to Motivate a Team to
Pull Off the Impossible

Milestone: Application Questions

Congratulations! You've completed Phase 1 of the Open Submission process. You should now be able to answer the first 10 questions on the Food System Vision Prize application on the <u>Prize platform</u>.

Once you do, click "publish" to share your progress with the community and get valuable feedback on it. You can revise your application answers at any time prior to the Open Submission deadline of 31 January 2020.

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Phase 2: Your Place

Because envisioning a global food system is a massive undertaking, the Food System Vision Prize is focused on reimagining food systems on a smaller scale. We're calling that area a Place.

The Place you are designing for:

- should have a total area that is less than 100,000km^2

- may include an entire country but not more than one country

- should be a Place that at least one team member is familiar with

Examples of Places that meet the above criteria:

- Xochimilco, a borough in Mexico City, covers an area of 125 km^2.

- Chicago, a city in the United States, covers a total area of 606 km^2.

- Samoa, a country consisting of two islands, covers a total area of 2,842 km^2.

- Sierra Leone, located at the coast of West Africa, has a total area of approximately of 71,740 km^2.

- Bihar, a state in eastern India, has a total area of approximately 94,166 km^2.

Toolkit

Limiting the size of your Place in this way will help your team develop a Vision that's unique to the Place and the People who live there.

If your Place is too large, your Vision will likely be too generic. We invite you to develop a Vision that explores the unique regional challenges and identifies opportunities for diverse stakeholders.

The Place you choose can be defined by many things: natural boundaries (rivers, mountain ranges), political boundaries (municipal, county, state, provincial, or international borders), climate zones, dominant vegetation (grassland, tundra, desert, etc.) or People (cultures, languages).

Below is an example of a Place based on a fictitious country in Africa.

Futureland is a (fictitious) country located in Africa. Home to 5 million people, Futurelandians celebrate their cultural identity and heritage with a strong commitment to diverse religions, freedom of speech (25 languages are spoken here) and an orientation toward embracing other cultures and communities outside of our own.

Futureland is located just north of Lake Tomorrow, which serves as a main source of fresh water and fish for the capital city, Someday. The combination of hot climate and rich soils allows for cultivation of a variety of different crops such as sorghum, mangos, millet, grain, amaranth and spider plant. Not surprisingly, 6 of every 10 Futurelandians make their living farming or fishing. With national policies supporting the modernization of agriculture, the average income of Futureland's farmers has increased 40% between 2006-2018. This is mainly due to improved efficiency, even though innovations in processing, transport, storage, distribution, and transport are yet to be wide-scale.

Someday is a diverse and rich hub of culture, characterized by exquisite jewelry, colorful textiles, and vibrant music.

Five different tribes, with their own distinct languages and histories, make up the social fabric of the wealthy and vibrant capital city. This comes through in the diversity of dishes and flavors Futurelandians consume on a daily basis: there are unique dishes for healing and restoration, like slow-cooked pigeon peas and perch, and foods for feasts and celebrations that balance exuberant and flavorful expressions of legumes, fruits, vegetables, whole grains, and meats like pork and chicken. Foods are typically seasoned with local herbs and spices, particularly on the northern slopes of the Timeless mountains, where spicy foods abound. Typical foods incorporate goat milk (particularly in the mountain region), with many products made with buttermilk, ghee, kefir, and cheeses. Leafy greens, roots, plantains, and bananas are also staples across the country. Freshwater fish is either grilled or dried and used in seasoning broths, stews, and soups.

As a hub for technological innovation, Futureland seeks to create stronger ties between traditional farming, culinary traditions, and research and development efforts.

Phase 2: Your Place

Food System Exercise 1: Choose Your Place

1. Think about the Place and People that define your food system. They could be based on the definitions on page 56 or other factors that are appropriate to that area. Draw those boundaries on a map.

2. Name your Place. If your place is defined by political borders, use the name of that country, province, state, county, or city. If not, consider a name that makes its location clear, eg: Xochimilco, Mexico; Chicago, Illinois; Samoa; Sierra Leone; Bihar, India; Lake Tomorrow Valley, Futureland.

3. Provide an aerial view map of your selected Place. This can simply be a screenshot from Google Maps. Be sure to mark its boundaries.

4. Describe the Place and People. Provide information that would be helpful for an outsider who has never been there to better understand the area. Your description might include the following characteristics:

   - Signifiers that are unique to your place

   - Unique cultural trends

   - The feel of the place

   - The food people eat; its tastes, and smells

   - The climate and topography

   - The urban/rural breakdown

   - The role of farming, fisheries and agriculture and the dominant crops in your place

   - The social dynamics, cultural traditions, language, and ethnic diversity unique to your community

   - The hopes of the People who live there

   - The effect of diets on the health of the population

Phase 2: Your Place

Stakeholders & Relationships

We believe in the power of involving community voices to inform your vision. We also believe in building multi-disciplinary teams to include diverse perspectives. When you gather people with diverse experience, expertise, and insights to address complex challenges, your chances of success expand exponentially.

As you're developing your Vision, you'll want to get input and feedback from as many stakeholders as possible. It's the only way to ensure your Vision will address their needs, accurately depict their realities, and ultimately be embraced by them. Better still, as you build your Vision team, consider including some of the stakeholders described on the following pages. Reaching out to and working alongside people with very different roles and perspectives will only make your Vision stronger.
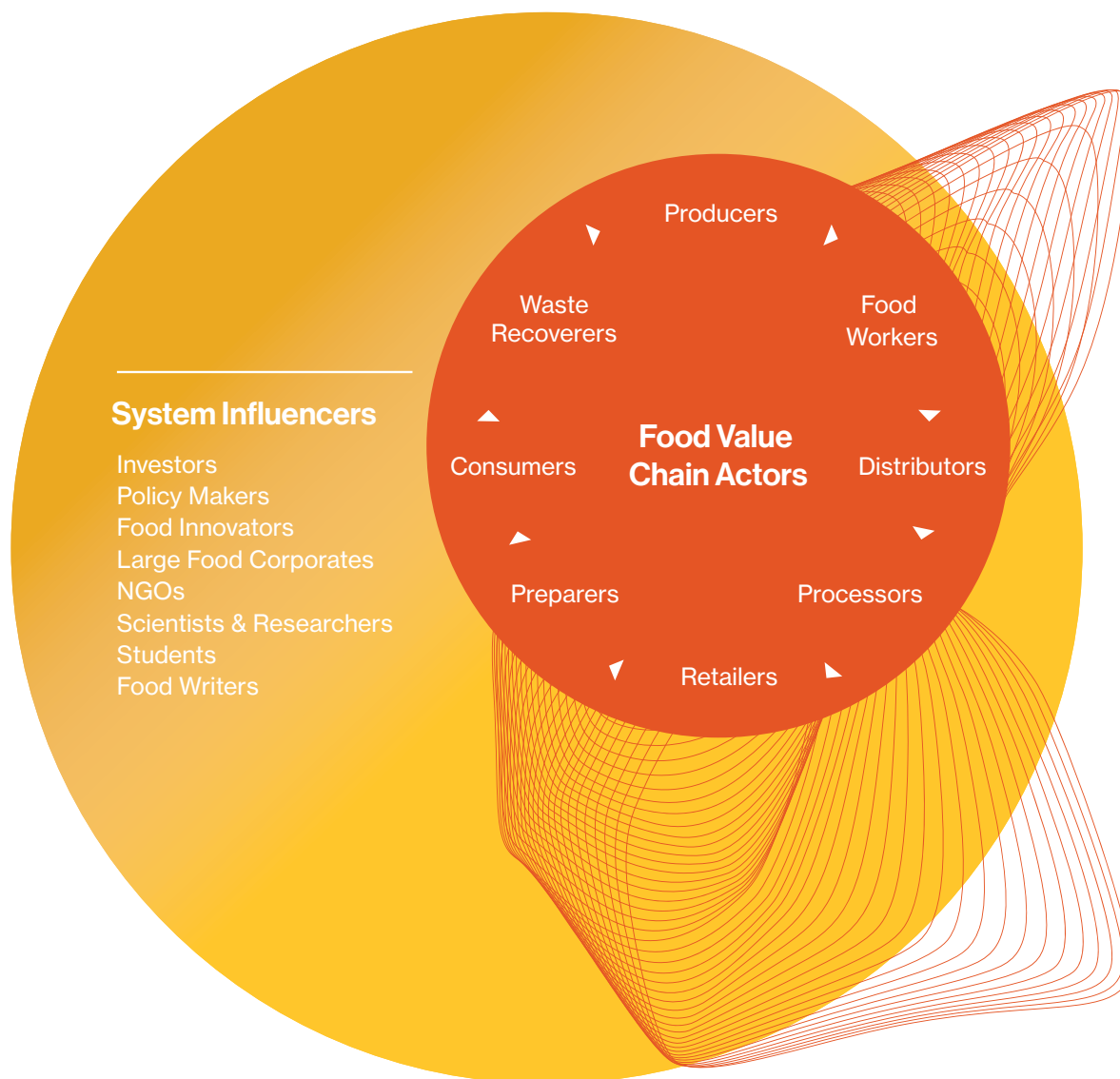
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Phase 2: Your Place

Stakeholder Snapshots

From field to family, there are many stakeholders in the food system. To create a Vision that's credible and enduring, you need to solve for all of them. And that means understanding what they do and how they're interconnected. This is where your Systems Thinking Tools will be very useful.

The Food System Vision Prize is a call to a siloed system of actors to unite, source and support positive visions for the future of the food system. The more stakeholders that you can collaborate with or get feedback from, the more viable your Vision is likely to be. We can break up the stakeholders into actors and influencers in the Food Value Chain.

System Influencers

Investors
Policy Makers
Food Innovators
Large Food Corporates
NGOs
Scientists & Researchers
Students
Food Writers

Food Value Chain Actors

Producers
Food Workers
Distributors
Processors
Retailers
Preparers
Consumers
Waste Recoverers

Phase 2: Your Place

Food Value Chain Actors

Inside the Food Value Chain, these are the people who interact directly with food:

Producers

These are the people who work the land or seas to provide the food we eat. They may farm produce, meat, dairy or seafood. They may fish the oceans, rivers or lakes. Their operations may be small or large, privately or commercially owned, or they may lease the land they work on. They may sell their harvest in their communities or around the world. They may sell to individuals, processors or retailers.

Food Workers

Day laborers, production line workers at processing plants, herders of livestock, crew on fishing vessels—these people make up the backbone of any food system, and are often the most vulnerable to exploitation.

Distributors

These people transport food from farm or dock to processors or retailers. They may transport across town, across borders or across oceans. They may be drivers, packers, dispatchers, logisticians, or heads of companies.

Processors

These are the people leading food companies that prepare produce and meat for sale and consumption. The corporations they work for may be global, national, or regional. They may be C-suite executives, department directors or innovation leads.

Retailers

The people who bring the food to the consumers may work in local markets, regional grocery store chains, individual or chain restaurants or vending machine companies. They may also be the farmers themselves, at local farmers' markets.

Preparers

These are your chefs, cooks, bakers, makers, baristas, servers, bussers and dishwashers. They may work at a small independent restaurant or large restaurant chain. They may provide food service at schools, offices, or other locations. They may prepare food at a roadside stand, in a food truck, or in their homes.

Consumers

This is all of us. We may live in a family, co-op, or commune. On our own or with friends. We may work in the food system or not. We may be young or old. We may or may not currently have easy access to healthy food.

We may live in poverty, in abundance, or in between. No matter who we are, we all have in common the need to consume food.

Waste Recoverers

These are the people who remove and dispose of the food we don't eat. They may be drivers, dispatchers, business owners, recycling center or dump workers. They may collect waste from farms, distributors, processors, retailers, preparers, or consumers. They may compost it for re-use or they may deposit it at a dump.

Phase 2: Your Place

System Influencers

Outside of the Food Value Chain, there are other stakeholders to consider in your food system:

Investors

From VCs to social impact investors to philanthropic funders, investors provide capital to organizations in the food space.

Policy Makers

Government officials at all levels, their staff, and lobbyists can influence many—if not all—aspects of the food system and the policies surrounding it.

Food Innovators

Food entrepreneurs and startups have the power to influence food systems by disrupting the way in which each of the food value chain actors interacts with food. Think Impossible Foods, Huel and Jennewein Biotechnologie.

Large Food Corporates

Ten companies control almost every large food and beverage brand in the world. Imagine the impact they could have on the food system if even one of them got on board with your Vision.

NGOs

On the ground, they can impact food availability, access, quality, and more; frequently in areas where governments and corporations can't easily reach.

Scientists & Researchers

From fertilizer to pest control to genetic modification and beyond, their discoveries will have profound impact on our future food systems.

Students

These are the food system actors of tomorrow. Some are already engaged in finding solutions today.

Food Writers

From restaurant critics to food bloggers, their followers trust them and are inspired by them. How might they be instrumental in igniting behavior change around food consumption?

Phase 2: Your Place

Establishing Multi-stakeholder Relationships

Your Vision will need to be informed by the actual people you're building it for: your food system stakeholders. So as you prepare to build your team and do your user research, your first step is to identify key stakeholders in your Place and have conversations with them. This exercise will walk you through ways to do that.

Stakeholder Relationships Exercise 1: Identify, Connect, and Interview

For this exercise, you'll be using your Human Centered Design tools to gather more insights from key stakeholders in your food system and consider which of them you might like to invite to your team.

1. Make a list of potential team members or interviewees within each stakeholder category.

    Pro Tip: Use the Food Vision Prize online platform to connect with people around the world to build your stakeholder network and get feedback on your Vision.

2. Interview some of those people. You can use this interview to better understand their needs, wants, and motivations, and to gauge what they might be able to bring to your Vision team. As you plan your interviews, try to choose a diverse collection of stakeholders that can represent different areas of expertise, cultures, genders, and ages. After some basic warm-up, getting-to-know-you questions, your interview guide might look something like this:

    - What are your hopes for your food system?
    - What are your fears about it?
    - What are the biggest challenges you face?
    - Describe a typical day in your life.
    - How would you describe your Place?
    - What are the biggest challenges in your Place?
    - What are the biggest opportunities in your Place?
    - What do you hope for your grandchildren?

Be sure to take notes and capture exact quotes. These will be very helpful as you start to synthesize all of your learnings in Phase 4 of the Vision Prize journey.

Phase 2: Your Place

Future Relationships

As you connect with various stakeholders, consider what a future relationship with them might look like as you refine your Vision. Which people or organizations could help make your Vision a reality? What would the structure of those relationships look like?

Stakeholder Relationships Exercise 2: Engage Collaborators

Consider other stakeholders or organizations that could help you develop and implement your Vision. By the time you complete this exercise, you should have a robust, multidisciplinary Vision team.

1. **Make a list** of potential new team members based on the interviews you conducted (or wish you could have conducted). Consider who might bring more diversity of thought and experience to your team. If you met with any stakeholders who were particularly resistant to change, include them on your list. They may give you insight into the mindsets of your strongest opponents as well as provide greatly needed different perspectives and solutions. Also, consider those who you are aligned with—those with whom you can quickly develop a collective Vision.

2. Consider ways you might **engage them**. This can be as easy as contacting them and inviting them on board. Or you can host an event where you can brainstorm possibilities as a group. There's nothing like a little food, drink and brainstorming to bring people together.

3. **Leverage the community on the Food System Vision Prize platform** for connections if you feel like there are stakeholders missing who could help round out your team.

Phase 2: Your Place

Your Challenge

Your conversations with stakeholders have likely shone light on some of the challenges your food system is facing. When we zoom out to a global view, and apply our 2050 lens, there are six Themes that come into sharp focus in terms of urgency and potential impact. These are the challenges we're asking Visionaries to focus on:

1. **Environment**
2. **Diets**
3. **Economics**
4. **Culture**
5. **Technology**
6. **Policy**

On the next six pages, you'll find a brief overview and key questions for each of these Themes. We invite you to consider how each of these will influence your Vision, and how you will integrate these Themes into your articulation of the future food system you hope for.

Food System Vision Prize

Envisioning Regenerative and Nourishing Food Futures for 2050   Toolkit

Phase 2: Your Place

1. Environment

Water, Greenhouse Gases, Land Use, Biodiversity, Regenerative Agriculture

There's no way around it— everything we produce and eat has an environmental impact, from the fertilizer we apply to fields, to the water we use for irrigation, and the carbon that's released as we transport meat and produce. With the global population expected to reach nearly 10 billion by 2050, and mounting concern over climate change, we absolutely have to protect and regenerate the environment. The good news is, tools exist to help us reverse the toll that current agricultural practices are exacting on our planet. We can leverage them to reimagine a positive future for our planet and the people who live on it.

Some questions to inspire your team:

How will your food system prioritize sustainable and regenerative practices?

How will your food system adapt to climate change and remain resilient?

How will the communities living within your food system unite to reduce waste at different points in the food's journey from field to family?

How will the environmental changes predicted for the year 2050 change which foods are grown and how they are grown in your food system?

How will your food system adapt to the increased unpredictability of rainfall, including the start of the rainy season for farmers?

Phase 2: Your Place

2.Diets

Population Growth, Malnutrition Rates, Dietary Patterns in 2050, Diet-related Disease Rates

Human diets are deeply intertwined with health and environmental sustainability. Our current consumption patterns are pushing planetary bounds. Globally, increased consumption of sugars, saturated fats, and processed red meats; and underconsumption of fruits, vegetables, legumes, and whole grains are driving unprecedented rates of chronic disease. And after decades of decline, global hunger has been rising again since 2015. Yet it's possible to cultivate nourishing food without harming the planet.

We envision a collective food system that prioritizes access to healthy, regionally appropriate, and nourishing foods for all communities. This is an area where profound personal, social, and equitable change can happen.

Some questions to inspire your team:

How many people will your food system need to feed in 2050?

What does a healthy and nutritious diet look like for your region in 2050 (i.e., what is grown/consumed)?

What will your community prioritize to assure access to healthy and nourishing foods for everyone?

What role will different actors and stakeholders collectively play to provide healthy and nourishing foods to everyone?

How will your food system address undernutrition and micro-nutrient deficiency for the people living there?

Phase 2: Your Place

3. Economics

**Investments, Income Levels,
Work Force, Trade**

Everyone eats. That's why agriculture is one of the largest industries on the planet. And as our global population grows, so will it. But food is about more than sustenance. It's also about labor, trade, consumer trends, energy, and policy. People are one of the key ingredients in a thriving food system. In 2017, jobs in the agricultural and food sectors accounted for 11% of total US employment. That's a lot. But according to the World Bank's data from the following year, in China, the agricultural sector alone accounted for 27% of total employment. In Fiji, 39%. Mozambique: 72%. African agriculture and agribusiness could be worth over US $1 trillion by 2050. What might this future agricultural workforce look like?

The growing "farm to fork" and "food as medicine" movements signal a return to healthier and more sustainable systems. Striving to increase production of and access to fresh, healthy, local food is key to strengthening the economic and physical wellbeing of communities. Meanwhile, opportunities through food export/import boost dietary diversity and agricultural GDP. Will food systems of the future favor self-sufficiency or trade? Further, corn and sugar aren't just foods. They're biofuel and traded commodities. The performance of farms and the prices for farming inputs and outputs affect farmers, policymakers, traders, agribusinesses, and consumers. We want to build a culture of collaboration that enables a multitude of stakeholders to earn fair wages and derive a livelihood from food systems now and in the future.

Some questions to inspire your team:

What economic characteristics do you want your food system to have (i.e., farm size and ownership, key product profiles, agricultural GDP, etc.) in 2050?

How should profit be distributed along these value chains?

Where and what will the jobs be in your future food system? How will these jobs impact gender equality?

How will the changes proposed in your Vision be economically competitive and inclusive of smallholder farms?

What will be the balance of local production and consumption vs. regional and global food imports and exports?

What changes might be required to ensure that your local food system provides food that's desirable, plentiful, and varied across seasons in the year 2050?

How will producers, distributors, and processors make a living wage in 2050?

Phase 2: Your Place
4. Culture

Culinary Traditions, Urbanization, Spirituality, Ethics

Cultures emerged and evolved from the very basic human need to eat. Food and culture are so tightly intertwined that it's almost impossible to speak to a culture without a nod to its cuisine. In the presence of good food and good company, we all tap into the sensorial power of food to ignite creativity and joy. It's an integral part of religious and spiritual celebrations and a key ingredient in most social situations. As the world grows and cultures intermingle, so too will food continue to adapt and change. The world we create for future generations will be denser, richer, and more connected than the one we inherited. By bringing together a diverse group of stakeholders across different geographies and cultures, we want to spark a global dialogue about the future of our food and how it connects us to one another.

Some questions to inspire your team:

What will be the "food culture" of your food system in 2050? What do chefs in your food system have to say about this?

Are there specific cultural characteristics you would like to preserve, enhance, or invent?

How will your food system ensure that communities in your Place will flourish?

What are the ethical dimensions of the choices you are making for your future food system

What is the role of women in agriculture in your food system?

How would changes in diet impact religious or spiritual celebrations?

How do youth interact with your food system?

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Phase 2: Your Place

5. Technology

Artificial Intelligence, Automation, Biotech

Technology is an amplifier that can be used to both empower as well as disempower human communities. Too often, technologies are introduced without any thought about their long term impact. We all know that technological innovations are changing our relationship with food, on a personal, local, and global level. We're beginning to understand the relationship between our gut microbiome and the food we eat. The ubiquitous presence of smartphones and wearable technology enables us to learn about the origins and effects of our food. Restaurants and grocery stores are harnessing big data to drive insights about food waste and customer preferences. With every new advancement we unlock information that was previously inaccessible.

Meanwhile, advances in automation are evolving so quickly that 80% of food jobs could be automated by 2050. One could easily imagine a future in which agricultural production and food preparation are completely human-less endeavors. But is that what you want?

We want to embolden Visionaries and communities to be protagonists in choosing which technologies they want to see in their food system and defining how technology will shape life for their stakeholders in 2050.

Some questions to inspire your team:

Looking to 2050 what kinds of technologies do you see as beneficial and what kinds do you see as detrimental, and why?

What does the future of automation look like in the food system you hope to see emerge in 2050?

What technological advances are needed to transform your food system into one that meets your goals and embodies the values of your Vision?

What new industries can food technology create in your food system?

What will enable your current workforce to effectively transition to the envisioned technological changes in the future food system?

How might technology improve access to improved and diverse seed for all types of farmers?

Phase 2: Your Place

5. Policy

Government Policies, Food Safety Regulations, City Mandates, Political Actors, Subsidies, Nutrition Guidelines

Governments play a critical role in designing healthy public policies and creating the right environment to allow equitable access to safe and nutritious food. They shape the policies that determine food production, distribution, consumption, and disposal. Food system policies that boost the economy, create regulations, and support strong and diverse agricultural systems tend to promote healthier diets and communities. With an interdisciplinary lens, we can align a multitude of industries and actors, igniting meaningful local and national change. We invite you to reimagine the role of government in cultivating nourishing and regenerative food systems that reflect your Vision's values.

Some questions to inspire your team:

Which governmental entities exert the most influence on your food system and how do you hope things change in 2050?

What are the roles and motivations you would like to see inspiring government action in your food system in 2050?

Will current subsidy systems need to change to promote your Vision for a thriving food system in 2050?

What new policies would have to exist to make your Vision possible?

What incentives would your government need to enact those policies?

What policies might be necessary to build local markets and encourage rather than stifle regional trade?

Food System Vision Prize

Envisioning Regenerative and Nourishing Food Futures for 2050   Toolkit

Milestone: Application Questions

Congratulations! You've completed Phase 2 of the Open Submission process. You should now be able to answer the next six questions on the Food System Vision Prize application on the **Prize platform**.

Once you do, click "publish" to share your progress with the community and get valuable feedback on it. You can revise your application answers at any time prior to the Open Submission deadline of 31 January 2020.

Phase 3:
Your Vision

By now you've gathered data, conducted interviews and made predictions for what the future might hold for your food system. All of these inputs will inform your Vision. But they can also seem overwhelming to you now. The good news is there are HCD methods and Systems Thinking Tools your team can use to help you make sense of it all.

Phase 3: Your Vision

Synthesize Your Learnings

Review Vision Values

The first thing you'll want to do is pull out your Vision values that your team developed earlier in the toolkit. Keep these handy and refer back to them daily as you're making sense of all you've learned and starting to ideate your future food system. Remember, these are the principles that guide all of your decisions and are not to be compromised.

Align on Challenges

You surely uncovered a number of challenges that are particular to your Place and People. Identify all of them, and align your team on which are the biggest challenges, and if resolved in the future, would have the most transformative effect.

Synthesize Your Learnings Exercise—Make Connections

Synthesis is a messy, ambiguous, and extremely satisfying process. It's all about organizing your research in a way that uncovers strong themes. Once you make it through this exercise, you'll have a much clearer view of your Vision and the path that will lead you to it. There are many ways to synthesize learnings. Here are some of our favorites:

1. **Make it visible:** Using small pieces of paper or Post-It Notes, post all of your learnings and quotes from research, interviews, data analysis and exploration of Themes onto a wall, board, or large piece of flipchart paper.

2. **Keep it visual:** Use doodles, quick sketches and symbols whenever possible.

3. **Sleep on it:** Give yourself time to absorb and internalize it all. This process takes days, with lots of breaks.

4. **Cluster it:** Sort out all your information into clusters of similar insights. Once you've organized all of your information, name each cluster. These clusters will serve as the foundation for your Vision.

5. **Link it:** Draw lines that show connections/relationships/dependencies between the numerous insights on the wall or paper.

6. **Filter it:** As you look at all of your research that's posted, clustered, and linked in front of you, you'll realize some ideas or themes are more important than others. Filter out the less important observations, then build a single narrative connecting all the important ones.

7. **Map it:** Using our Stakeholder map on page 57, or one you've created that's specific to your Place, plot out all the stakeholders who intersect with your biggest challenges. Again, draw lines to connect them. Notice the points on the map that have the most intersections. These are your food system's leverage points. And a systemic Vision for your Place can be built around these leverage points. Check out this tool that can guide you through this process.

Phase 3: Your Vision

Identify Key Stakeholders

Look at your new Stakeholder Map. You should be able to see some of the most critical stakeholders that you'll need to design for and get support from. If you haven't already connected directly with these stakeholders—through meetings, calls, or emails—you'll want to make connections with them in the Refinement Phase. Consider reaching back out to the ones you've started to build relationships with as your team starts honing its Vision, or ask them to join your team in this phase. Remember: you'll be scored, in part, on the degree to which you engage stakeholders in consultation and co-creation.

Phase 3: Your Vision

Align Your Vision to Themes

Looking at your Place's biggest challenges, align them to our six Themes. Be sure to apply any Systems Thinking and Futurecasting you've done, as well as data you've collected to paint a clear picture of your Vision and what it means with respect to the Themes. How are they interconnected? Are there tensions or trade-offs between Themes? If so, what takes priority?

Phase 3: Your Vision

Draft Your Vision

The moment you've been working toward is here. It's time for your team's Lead Applicant to complete the application questions for your Vision. The goal now is to connect again with the global community to get their input on your completed Vision.

Food System Vision Prize

Envisioning Regenerative and Nourishing Food Futures for 2050   Toolkit

Milestone: Application Questions

Congratulations! You've completed Phase 3 of the Open Submission process. You should now be able to answer the remaining questions on the Food System Vision Prize application on the <u>Prize platform</u>.

Once you do, click "publish" to share your progress with the community and get valuable feedback on it. You can revise your application answers at any time prior to the Open Submission deadline of 31 January 2020.

Phase 4: Refining Your Vision

Now that you have your first draft of your Vision, it's tempting to submit it to the Food System Vision Prize as is. But if you did that, you'd miss out on one last round of valuable feedback and the new and better ideas that feedback could inspire.

You're at the point in the Human Centered Design process where you need to take your Vision back to the stakeholders you interviewed and ask for their input. You want to find out where the holes or disconnects are now, while you have time to rethink them. The goal here is to take your Vision to the next level.

Phase 4: Refining Your Vision

Get Feedback

Once you've developed your Vision, you'll want to share it with some of your stakeholders to get their input.

Refining Your Vision Exercise 1: Show, Don't Tell

Show what a day in the life of a particular stakeholder could look like in your future. There are a lot of ways you can share this: plotted out on a timeline from breakfast to bedtime, or as a collage, a video, a story, or a system map. The more visual you can make it, the easier it will be for your stakeholders to envision it.

Questions to ask stakeholders whose feedback you seek might include:

Is this a future you can envision for yourself and your Place?

What's missing?

What's working well?

Synthesize + Iterate

Once you have input from your key stakeholders and the Food System Vision Prize community, you need to go back to the HCD synthesis process again. Your team will need to align on which inputs to incorporate into the final draft of your Vision, and iterate on those.

Phase 4: Refining Your Vision

Draft + Submit Final Vision

Update your Vision to reflect the iterations that were inspired by your stakeholder feedback. This final draft of your Vision is the one you'll submit to the Food Systems Vision Prize during the Open Submission process. Again, the more visual you can make it, the better. You can upload images, videos, and PDFs on the Food System Vision Prize application form on the Prize platform. To submit your Vision, publish your content by 31 January 2020.

All submissions will be reviewed by the Judges. We will notify Visionaries who are selected to move to the next round before the start of Refinement phase, and will continue to share updates with all who submitted Visions.

Developing Visions of the future on a systems level is exciting but hard work. We're grateful for your dedication to putting in the time, thought, and creativity it demands. Just imagine: you may be planting the seeds today for a future that ensures healthy food and a healthy planet for all. That's huge. And we applaud you.