



From vision to innovative action

New pathways to a just and regenerative food system in Southeast Asia

**FORUM
FOR THE
FUTURE**

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EXECUTIVE SUMMARY



OVERVIEW

Southeast Asia's food and agriculture sector is highly vulnerable to the unpredictable nature of climate change, and how it will affect production systems, livelihoods, and access to sustainable nutrition for a rapidly growing population.

At the forefront of regional concern is food security, evidenced by growing policy support within the region for initiatives that help to ensure food availability and access. This has subsequently triggered a host of technological developments and investment into the food sector, from agritech to novel proteins.

While solving for the immediate challenge of food availability, the [Protein Challenge Southeast Asia](#) Initiative explores what is needed to build food system innovations that support long term resilience and sustainable food production that enables healthy diets for all.

Our food system has been shaped by the challenges of the past — and will need new thinking and action to become future-fit and resilient in the face of deep uncertainty and

disruption. Instead of supporting the system to reconfigure and transition however, current innovation trajectories are often at best incremental, short-term fixes, and at worst, exacerbate the extractive models that have led us to a convergence of multiple crises for public health, livelihoods and the environment.

This initiative explores the transformative qualities of food and agriculture innovation, with a focus on the high momentum protein innovation sector. It asks: *are innovations contributing to long-term shifts towards a sustainable and resilient future food system? Are they supporting a just transition where value is shared equitably and people's livelihoods can thrive? How can we envision new approaches to a system on which we all depend?*

This report outlines the outcomes of an action enquiry that tackles the following challenges:

- Within food systems, protein has been an area of significant technical innovation. But are innovators in alternative protein spaces ready to face longer term challenges such as climate impacts, declining soil health and supply chain disruption?
- The incentives to design business models that contribute to creating a socially just, ecologically safe and resilient protein system in Southeast Asia are weak. How can business models incorporate wider social and environmental outcomes?
- Investor signals to innovators do not yet support business models that tackle these challenges. How can investors enable them to develop products which contribute to a safe, just and resilient food system in the region?

The Protein Challenge Southeast Asia Action Sprint¹

Forum for the Future's ("Forum") [Protein Challenge Southeast Asia](#) initiative is convening diverse actors from different parts of the value chain to explore transformative ways to change the protein system. By looking at the challenges through a future-focused lens, each "Action Sprint" cohort can create a more ambitious, shared vision to support their roles as stewards of

¹ An Action Sprint is a creative, interactive and timebound process independently facilitated and run by Forum for the Future. It aims to explore ambitious leadership and what a just and regenerative future for a thriving ecosystem could look like.

the future food system and explore how they can turn this into action.

The first Action Sprint focused on the wave of innovation in alternative proteins in Singapore. It explored how innovators and entrepreneurs could create business models that solve the deep and urgent challenges of food security, while catalysing a deeper transition to a safe, just, and resilient food system in Southeast Asia.

"It's so important to bring multiple stakeholders together when thinking about such a big and important topic. I haven't seen any other organisation bring so many diverse participants together in this way."
– Action Sprint participant.

Insights from the first Action Sprint (2022)

- Protein innovations are currently focused on mitigating adverse environmental impacts of production and consumption – i.e. minimising further damage and maximising efficiency of production. This is an important focus but does not address the urgent need for innovations to restore and replenish planetary and human health. Meeting this imperative will require shifting from a "sustainable" to a "regenerative" approach in designing protein innovations and will require a different mindset and goals. Forum's [Business Transformation Compass](#), developed in partnership with the World Business Council for Sustainable

Development (Figure 1) describes the shift from a mindset focused on being less harmful to one that aims to build capacity for justice and regeneration.

- Despite being part of the same system, actors within the protein system in Southeast Asia tend to work independently rather than seek out opportunities to collaborate. This leads to innovations that tackle specific, immediate problems rather than systemic challenges. The siloed approach risks unintended consequences and is also less likely to support long-term resiliency of the food system. There is significant untapped potential for pre-competitive collaboration and more interconnected, systemic action.
- Current protein innovations largely orientate towards solving known food security challenges alongside a reduction in emissions (centred around decarbonisation) and limiting the need for agricultural land. This misses the potential for agriculture to contribute to positive climate solutions. While tackling climate change is an essential component of any innovation outcome, there is potential to design solutions that concurrently tackle the social impacts of protein production and consumption and support a socially just and equitable transition.

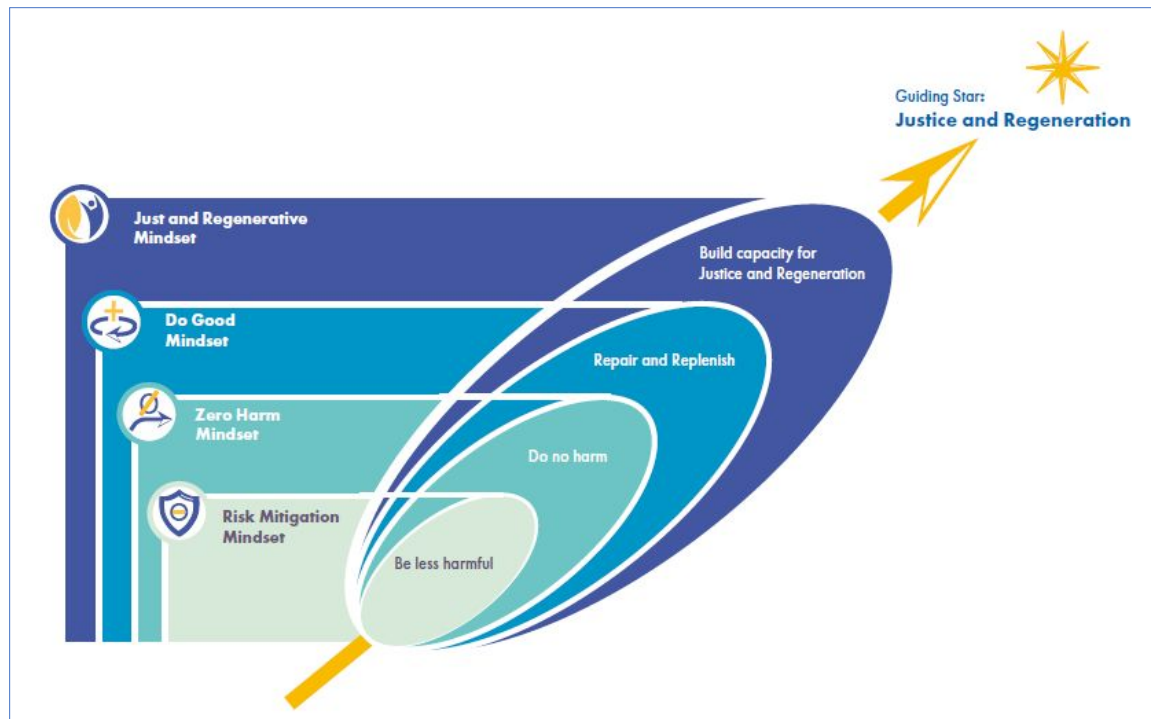


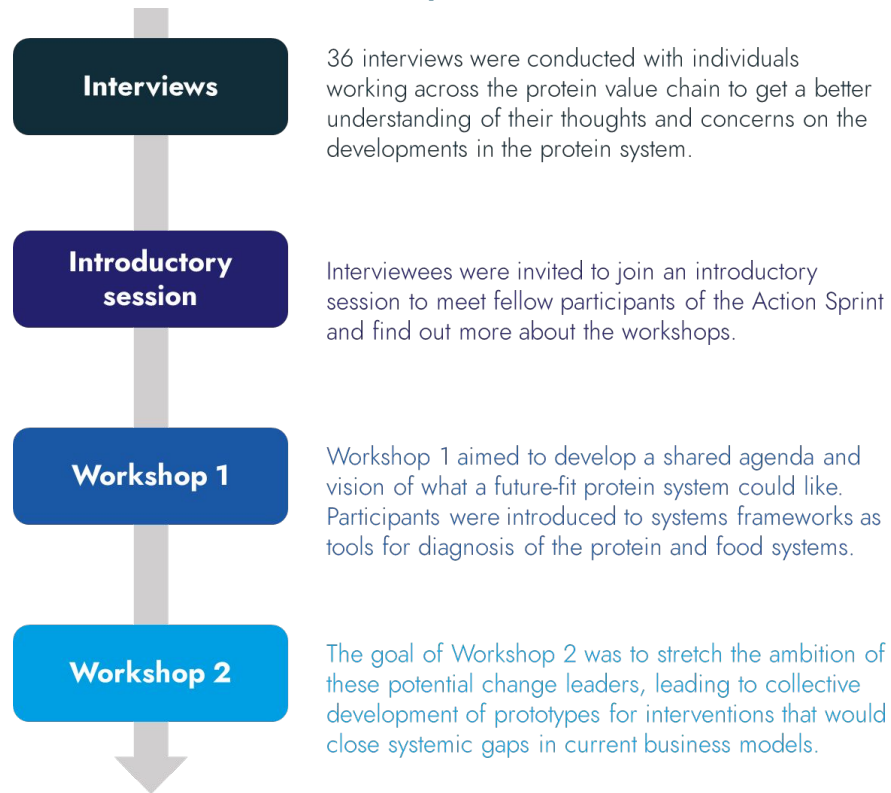
Figure 1: Business Transformation Compass. Source: [Forum for the Future](#)

- For protein innovations to contribute more transformative impacts to the food system, policymakers, regulators, and financiers will need to experience the value of thinking differently or otherwise face the effects of inaction. Their roles are crucial to the food system transition through the policies they set. Their relationship with innovators is key to moving towards a system that is regenerative and resilient. Further engagement will need to address these stakeholders' roles in shifting norms and behaviours. For instance, how might financiers understand value creation in relation to protein innovations differently so investments create the conditions for equitable and ecologically safe value-chains? As a next step, Forum's Action Sprint 2 will focus on finance models and engaging financiers and investors as stewards of the food system.

Over the course of this Action Sprint, we witnessed an increased depth and breadth in the perspective of workshop participants, supported by their appreciation for working with a diversity of narratives. This was strengthened by their growing connection to each other and the possibility of collaboration. Participants began to imagine their role as stewards of an integrated protein system when they recognised their agency as system actors rather than just one player within one value-chain. Their visions for protein development went beyond addressing immediate issues and opportunities in Singapore, to thinking about how their business models could create Southeast Asia's protein system of the future.

You can find out more about the Protein Challenge Southeast Asia Initiative on our [website](#).

Action Sprint Process



ACTION SPRINT 1 INNOVATING NEW BUSINESS MODELS



Recent developments in food technology and innovations in alternative proteins could offer opportunities to build a resilient food system that contends with the multiple crises the region from climate breakdown and ensuing deepening structural inequalities. Innovators and disruptors are leading a transition towards plant-based and alternative proteins to reduce the environmental footprint and other externalities caused by traditional proteins.

However, there are risks that current innovation efforts will not support a future-fit, resilient food system if they rely on existing extractive models. We risk perpetuating the same processes and practices that have created a food system that puts profit before people and the planet.

As stewards of future food systems, innovators and entrepreneurs have the agency to reimagine new approaches that shift the system towards regenerative and distributive models of value creation. Far more than just developers of new products, these actors could create systems-changing business models that catalyse a transition to a safe and fair food system in Southeast Asia. Framing their role in this transformative way will require a new innovation mindset, supported by financiers, policymakers, regulators and civil society actors to create the enabling conditions to allow them to achieve their change potential.

This Action Sprint aimed to address this challenge. It asked:

“What role can food tech innovators play in enabling a transition to a just and regenerative protein system in Southeast Asia?”

To explore this question, a diverse cohort of Singapore-based actors including innovators, government entities, private sector companies, investors and civil society organisations, undertook a systemic, future-focused inquiry in three parts: 1) developing shared principles for a future food system; 2) defining a vision; and 3) future-fit business model ideation.

The aim for participants was to:

- Create a shared vision of what a future-fit protein system could look like;
- Stretch their ambition to work towards this future vision;
- Find new ways to tackle challenges within the protein system, through systems thinking and futures processes;
- Develop (and imagine) new relationships and ways of working between actors across the protein and food system in Southeast Asia; and,
- Embrace their agency as stewards of a wider food system, thereby awakening new value creation for:
 - Their organisations and themselves;
 - Investors and shareholders; and
 - Communities and societies at large.



An inquiry in three parts:

1. “Imagining the regional protein system of 2050”

As a group, it was key to collectively define the principles that underpin a “[just and regenerative](#)” protein and food system in Southeast Asia and what it would look like in 2050. By imagining the desired future protein system, the cohort generated insights on the underpinnings of thriving social and environmental systems; fairer ways to create and distribute value; and what creates a resilient food system. This involved immersing in trends and exploring the risks and opportunities to businesses in the region.

2. “Collective vision building”

We then asked the group: ‘What is the role of food tech innovators in supporting this vision?’ By articulating the role of actors and their impact on a wider food system, it enabled the group to begin thinking systemically.

3. “Prototype ideation for systems change”

Creating a collective vision also allowed participants to consider whether current business models were in service to that vision and ask, ‘How would business models need to be rethought to enable a future-fit food system?’ In an interactive and creative session, the group explored how they would need to reconfigure business models, and what enabling environment was needed from finance and policy.

THE PROCESS





The Action Sprint was delivered across four months through a total of three virtual and in-person workshops. We convened key players from innovators and financiers to policymakers and civil society representatives, who had the potential to influence the food system at a regional, national, or local level.

The list of organisations can be found in Appendix 2.

Forum first began by interviewing key actors to gain a better understanding of:

- The current food system;
- Issues stakeholders saw as pertinent;
- Drivers behind current developments;
- Potential levers for change.

Interviewees were then invited to participate in workshops to hear each other's perspectives, gain insight into the collective challenges they were facing, and analyse these through systemic frameworks. They were encouraged to apply this learning in their diagnoses of issues in the protein system. Participants were then asked to create a "prototype" ideation of what new, supporting and envisioned business models might look like (Appendix 1). Participants comprised Innovators and Start-ups, Government Actors, Civil Society and NGOs, Corporate Actors and Financiers (see Appendix 2 for the list of workshop participants).

Systems Frameworks

The power of the Action Sprint process lies in its use of systemic analysis frameworks, two of which are outlined below. These are powerful tools for exploring the bigger picture of surrounding a challenge, participants' potential as creators of change and new ways of working, and testing practical solutions.

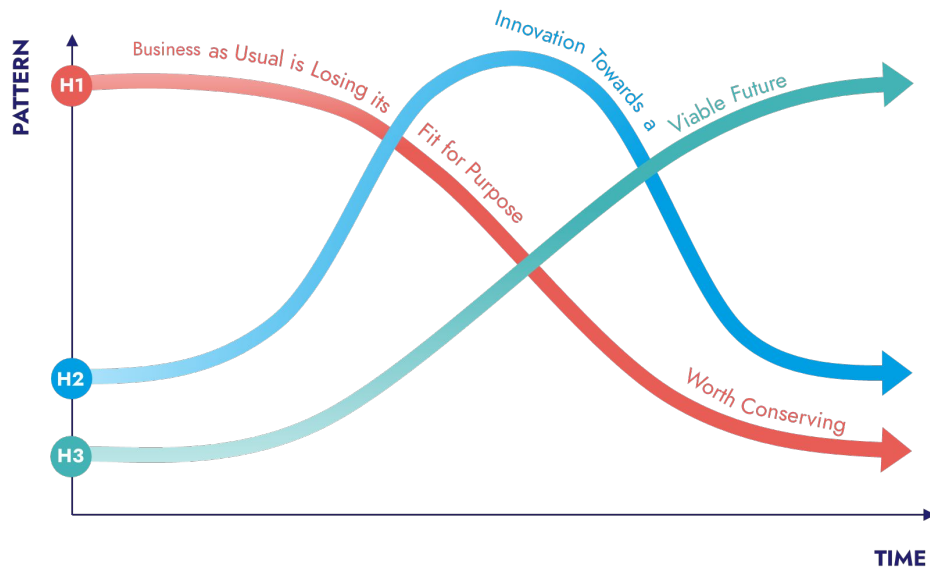


Figure 2: The Three Horizons Framework. Source: [The Futures Centre](#)

Three Horizons

One model used in the Action Sprint was the **“Three Horizons” (3H)** – a Futures method introduced by Bill Sharpe in his book *Patterning of Hope*. 3H is a futures process that supports people in better understanding future possibilities in order to make better decisions today. Underpinning the 3H process is the belief that the future is created by “seeds” in the present and that we can create the future we want starting now. We are not its “victims” but have agency in the pathways we wish to take.

Though we cannot predict the future, we can adapt today to increase our chances of being more resilient tomorrow. By deeply understanding the status quo (Horizon One, “H1”), and your desired future (Horizon Three, “H3”), the opportunities and interventions in the transition zone (Horizon Two, “H2”) can be more thoughtfully considered: what opportunities will act as a bridge to H3, and which ones will take us back to where we are now (H1)?

In this Action Sprint, we used 3H as an overarching frame to:

1. Explore current challenges and systemic gaps in the current transition towards alternative proteins such as biodiversity loss, soil degradation, smallholder livelihoods and water availability;
2. Build a shared vision for the kind of desired future (H3) with participants; and
3. Ideate and innovate towards that desired future (H2).

The Iceberg Model

The **Iceberg Model** is a systemic diagnosis tool designed to help discover the patterns of behaviour, supporting structures, and mental models that underlie a particular event.

The expression “tip of the iceberg” is often used to connote that what one can see is only a small part of a whole situation, the larger part of the iceberg is invisible to us, it is beneath the water. By their very nature, sustainability challenges are large, complex and interconnected and not always completely evident—they are “underwater”. The Iceberg Model depicts this as a series of layers that sit beneath the everyday phenomena observed. It recognises that mental models (assumptions, beliefs and values) underpin a system and hold it in place. Deep transformational change, therefore, requires a shift in mindset.

E*EVENTS

What is happening?

These are the kinds of things you see in the news.

PATERNS**

What are the trends of cycles that can be observed?

These are the kinds of things academics or institutes might report on.

STR<>UCTURES

What creates or influences the patterns?

What are the relationships between the parts?

MENTAL MOD<>>LS

What assumptions, beliefs and values underlie the system, that hold it in place?

Think big ideas or values passed down over time.

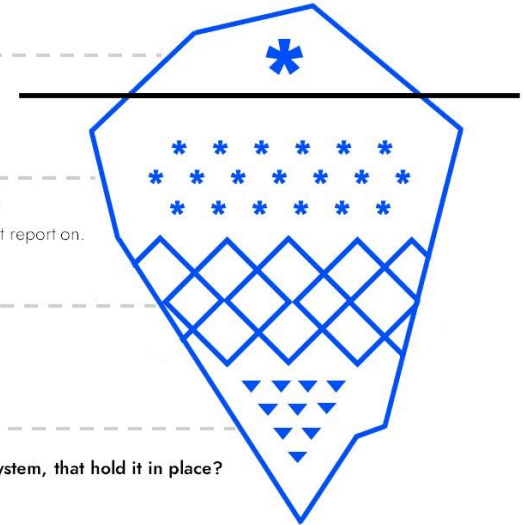


Figure 3: The Iceberg Model. Source: [School of System Change](#)

KEY INSIGHTS AND LEARNINGS



The action sprint yielded the following insights:

1 Shifting from a “sustainability” approach to a “regenerative” approach is required in designing protein innovations.

Participants agreed that sustainability and building a sustainable protein system was important but had not gone as far as to define a resilient food system as being [just and regenerative](#). However, there was no common understanding of what just and regenerative meant and to shift the goals of the current protein system towards this, we needed to build a common approach to these outcomes. Furthermore, when thinking of the socially “just” dimension and the ecologically “regenerative” impact of food systems, participants immediately connected this with agriculture and smallholder livelihoods.

The workshops embedded an understanding that the concept should be considered at every part of the value chain—from upstream to downstream. For example, affordable access for consumers to nutritious proteins is as important as the livelihood of farmers who produce the inputs. In the context of the protein and wider food system, we defined the social and ecological dimensions as:

- **Social justice:** In the upstream this means greater value-chain equity and rights for smallholder farmers, and downstream in terms of the affordability of nutrition for consumers.
- **Ecological regeneration:** This means focusing on climate, water, biodiversity and soil more specifically.

“[We] need to get others to understand that there’s a different way of getting there.”
— Action Sprint participant

There was a consensus about how serious and fundamental these areas are to the food system and future liveability, and that the longer-term collapse of either or both dimensions could result in social unrest and conflict. This highlights how critical it is for innovators, not just civil society and development aid organisations, to build viable solutions in these spaces. This will require protein innovators and other downstream actors to go beyond product innovation and manufacture and take a whole value chain approach that invests upstream to achieve these outcomes.

Ultimately, using a ‘just and regenerative’ framing when exploring protein and the wider food system was seen as key because it encompasses wider issues of biodiversity, livelihoods, and social justice - which the term ‘sustainability’ fails to fully capture.

2 A siloed approach to problem-solving risks unintended consequences and blind spots.

Most actors within the protein system in Southeast Asia still work independently of other stakeholders, even within the same parts of the food system. This risks siloed thinking and a narrow vision of what their contribution to a protein system could look like. One implication identified was business models that are based on assumptions of 'scarcity', rather than a place of "plenty"—resulting in protectionism versus strategies that create shared outcomes benefitting the whole system. Innovations are also more likely to tackle immediate problems instead of addressing systemic challenges. The mere opportunity to interact with and learn from other actors in the system was key to enabling the cohort to think systemically and act collectively towards creating a resilient food system.

Singapore's role shifts when we introduce systemic perspectives to the food system, and it has the potential to demonstrate leadership within the region. Singapore has the opportunity to leverage its infrastructure, government policies and reputation as an economic, financial and innovation hub, to bring together sectors and facilitate conversations that address shared systemic challenges. This will be important for a future-fit food system, as Singapore remains reliant on the rest of the region to enable its food security (whether it be for inputs into alternative protein production or for supply of traditional proteins), no matter how much it invests in food innovation.

3 To ensure a just transition, innovation must move beyond only solving solely for food security and emissions reduction.

An important discussion during the Action Sprint was the implications of designing protein innovations that only focus upon delivering food security or decarbonisation benefits. Using systems change frameworks, the cohort started to see how having a linear approach to product development that only focuses on one issue may create blind spots and unintended consequences. For example, by focusing solely on reducing carbon emissions, it detracts attention away from concurrently addressing the nutritional value of meat analogues, or their accessibility and affordability. Or if innovators only focus on ensuring food security, the solution would be to increase crop yields and food production, thus incentivising monoculture crops—which in turn increases the risk of pests and disease and loss of soil biodiversity.

Many workshop participants initially struggled with imagining a significantly different future but used the prototyping ideation exercise to tangibly rethink entire production, governance and consumption models. Widening the aperture of how they viewed the challenges within the protein system and linking this understanding to tangible outcomes through the systemic prototyping process enabled them to explore previously unconsidered opportunities.

4 Regulators and financiers play a vital role

The role of the wider enabling environment of regulators, policymakers and financiers is key to innovation in the food system. Policy and regulation—whether it be through the approval of novel proteins for sale, or government funding of research and development of alternative proteins—will directly support growth of the sector.

Investment and funding support by the financial sector into new products and business models directly impacts the potential growth and direction of protein innovation. Financiers have the power to shift norms and behaviours within the protein value chain. However, there currently seems to be a lack of willingness to invest in more systemic interventions. Possible causes include:

1. A lack of consideration for the systemic implications of their investments;

2. An “either/or” mindset which assumes social and ecological impact demands financial sacrifice;
3. Based on 2), the belief, therefore, that any investment decision that considers impact, contravenes their fiduciary duty;
4. An unwillingness to link ecological and societal resilience to investment resilience;
5. Investors focusing on short-term risk mitigation instead of long-term thinking.

This results in:

- a. A focus on ESG compliance and reporting requirements instead of the impacts of capital allocation.
- b. Investors seeking high returns through venture-oriented investment, instead of deploying patient capital in support of deep system transformation.

Engagement with individuals in both policy and financial stakeholder groups has shown that although they are happy to share their views, they have yet to see adequate value in the systemic process to prioritise their involvement against competing priorities. Future Action Sprints will need to find the root cause and address this issue in order to support policymakers and investors see value in participating. For instance, their reluctance could be due to a perceived lack of proven outcomes as a result of applying systems thinking, or these actors simply have yet to embrace their role as change agents.

The next Action Sprint, which focuses on financing models, will specifically engage with financial actors to further the discussion on their role in protein and food system transformation.

PERCEIVED VALUE OF SYSTEMS THINKING FOR PROTEIN INNOVATION



Pre- and post-workshop surveys explored whether and how participants' perspectives had shifted through the process.

After workshop 2, participants described their experience of the Action Sprint.

Key insights noted that:

Involvement in the sprint can help amplify the potential sustainability impact of participants' work by:

- Allowing for holistic thinking when building solutions;
- Sparking creativity and new, innovative ways of thinking;
- Connecting actors across the protein ecosystem and allowing them to "join the dots" in terms of their own and others' roles in the value chain;
- Allowing participants to lean into collaboration and relationships for collective problem-solving and co-design of solutions; and
- Increasing awareness of social and ecological justice.

Participants expressed a desire to:

- Continue the connection and learning journey and to strengthen the relationships formed;
- Connect with the corporate sector, finance sector and smallholder representatives;
- Explore opportunities for collaboration in innovation and problem-solving; and
- Have follow-up support in seeing through ideas and implementation.

NEXT STEPS



Action Sprint 1: Business Models

Apart from future Action Sprints within this initiative, Forum recognises the need to support workshop attendees to strengthen their network and relationships with each other. This will facilitate building an ecosystem in which key actors can draw inspiration from each other, share knowledge, find support for idea implementation, and continue to share their perspectives.

We have started conversations with individual participants and their organisations on ways to socialise and share their learnings into their networks, including the possibility of repeating Action Sprint 1 workshops in collaboration with their organisations. We also intend to host a networking gathering in 2023.



Action Sprint 2: Financing Models

Forum's initial inquiry into the protein system determined that, generally, investors are not sending the right signals to innovators to adopt business models that tackle the challenges outlined earlier. That is, investments do not currently put social justice and ecological safety at the forefront of funding decisions, and incentive structures for investment managers do not align performance with regenerative outcomes. But financiers, by their capital allocation, have the potential to determine which innovations survive, which are scaled-up and distributed and which die, as the region's food system transforms. If they do not invest in innovations that support a future-fit food system, they are signalling to innovators that this is not an important consideration to secure funding. This indicates a weak recognition of their own agency as stewards of the protein system.

Action Sprint 2 seeks to bring together a cohort of investors to:

- Define what a just and regenerative food system looks like;
- Understand the need for a systems approach to problem solving within the food system, within which investors and financiers are key actors;
- Understand their role as stewards within the food system and act as change agents to ensure investments are channelled into innovations that support deep transformational change;
- Understand their connection to each other and the role they play at each step of the value chain in terms of creating sustainable, investable assets that support a resilient and thriving food system; and
- Explore financing models and mechanisms that can support a food system transition.

The aim of this Action Sprint is for the finance sector to collectively address some of the fundamental roadblocks to unlocking capital to support a food system transformation that ensures ecological sustainability and social well-being.

If you would like to learn more about this Action Sprint and get involved, please contact Vi Nguyen at v.nguyen@forumforthefuture.org

APPENDICES



Appendix 1

Business Model Ideation from Action Sprint 1

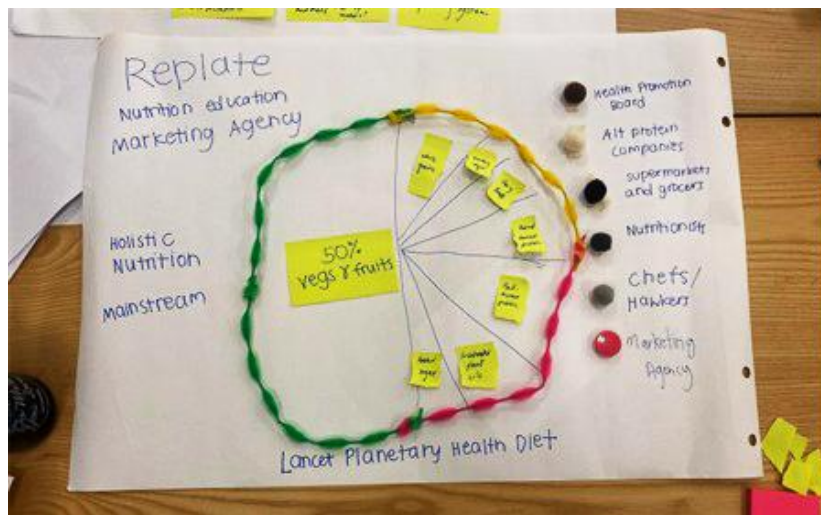


Image 1: REPLATE

Challenge Addressed: Distribution and Consumption Models
Business Model Name: REPLATE

The problem:

At the policy level, regional governments still provide mass subsidies for extractive industrial agriculture (i.e. meat and grain for feed), which slows down the transition towards just and regenerative plant-based options for consumers. There are incredible threats and risks in the long-term for meat production, such as the rise of zoonotic diseases and supply chain disruptions. However, 'Big Meat' players hold a lot of power and financial resources, resulting in a lack of ecosystem of services for plant-based and alternative proteins. There is also a lot of consumer confusion around the nutritional need and value of protein in diets. In more affluent societies, there is an overemphasis on protein and underemphasis on micronutrients and fibre.

There has to be robust, science-based information to consumers on holistic, affordable and ethically produced food in order to build awareness of how to eat better while doing good for the planet and people.

The group's recommendations

- Inspired by Lancet's Planetary Health Diet, this team proposed setting up an interdisciplinary nutritional education marketing agency that would work with Singapore's Health Promotion Board to making holistic nutrition mainstream in Singapore, promoting new eating behaviours for people interested in nutrition that is just and regenerative (i.e. climate-positive, zero waste, etc.).
- The agency, in partnership with HPB, will work with alternative protein companies, supermarkets and grocers, nutritionists, chefs and hawkers to develop dietary guidelines as well as establish standards for food products to meet.
- Instead of over-emphasising protein or marketing a specific alternative protein product, these guidelines encourage vegetable and fruit consumption and are focused on rebalancing diets in Singapore to ensure a populace with thriving health and wellbeing.

Challenge addressed: Governance Models

Business Model Name: DRAGONFRUIT ENTERPRISE

The problem:

Corporate governance has traditionally been focused on ensuring the maximisation of shareholder value through financial returns. Managers are set quarterly targets, pressuring them to deliver sales, market share, and profit growth in the short-term. Incentive structures do not support systemic thinking and management decisions that create long-term value in the form of ecologically regenerative and socially just practices in addition to financial returns and shareholder dividends. Instead, they encourage profit-seeking behaviour that prioritises individual company performance over system health and resilience.

How can board membership, ownership structure, company organisation, transparency, culture, rules and regulations, and metrics and measurement of success enable a governance structure that supports the protein system to deliver ecological and social returns as well as financial - to the benefit of all?



Image 2: DRAGONFRUIT ENTERPRISE

The group's recommendations

- Taking their inspiration from Mondragon Corporation, a leader in the co-operative movement and holding values of grassroots management, innovation, and corporate responsibility, this group used the dragon fruit tree as a metaphor to design a business enterprise that leveraged off its corporate structure and organisation to deliver community development and social transformation. To ensure equitable ownership, employees and actors within each value chain are shareholders of the business.
- The underlying concept was that “the principles of the rules need to change”.
- The group created a model based on distributed ownership and composite supply and sourcing, where for instance, each unit of the business - the metaphorical “fruits” - has some autonomy over its own governance, with its own ‘board’, reporting into a central body of governance . Unlike a conventional board of directors, company boards are composed of representatives from across the value chain including community representation and civil society, and the whole organisation has a constitution which embodies its governing principles and states its rules and regulations (e.g. senior management cannot earn more than 7-10 times the lowest paid shareholder).
- A percentage of profits from each of the business units must go to supporting education and public health projects in the communities connected to, or most affected by, each unit. Each unit must also contribute to shared organisational costs such as reporting and audit, data management, operational infrastructure, as well as a university set up to support research and education in regenerative agriculture, responsible investment, improving social equity and justice through the value chain etc.
- Both profits and losses are equitably distributed, to ensure all partake in dividend distribution in times of profitability, and redundancies are prevented in times of hardship.
- The ‘roots’ of the enterprise represented the embodiment of the ‘just and regenerative’ aspect of the business, ensuring that each unit operates according to these principles. E.g. profits are equitably distributed to stakeholders, including communities, and sourcing takes into consideration the impact on people and environment.
- As new units are ‘seeded’ they are supported by the collective infrastructure but operate in context and consideration of local communities and environments. In this way, the model can be brought to scale and replicated across different geographies.

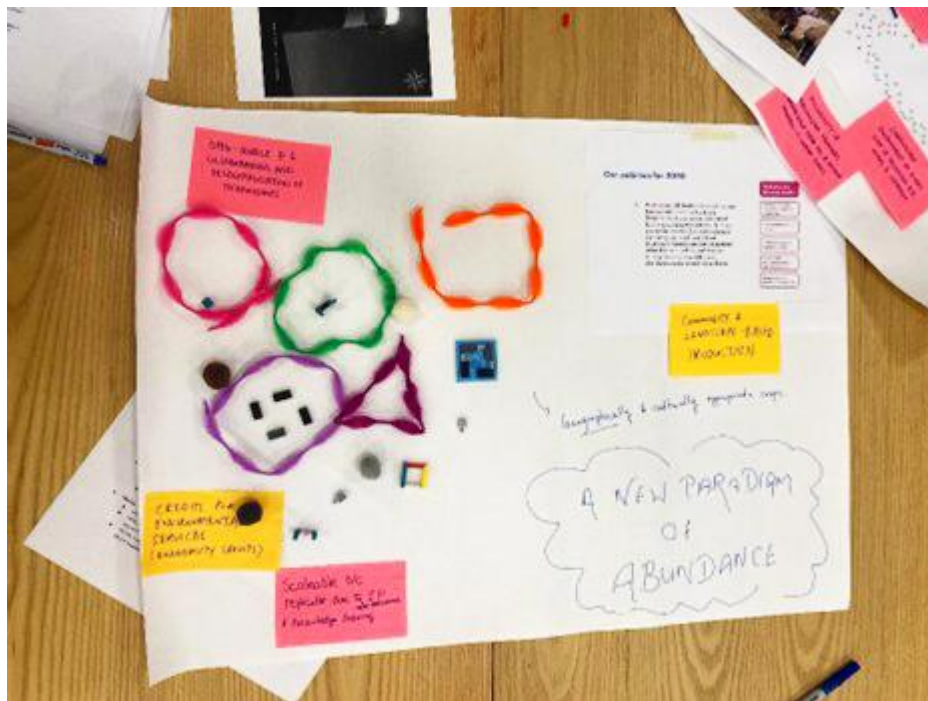


Image 3: A NEW PARADIGM OF ABUNDANCE

Challenge Addressed: Production Models Business Model Name: A NEW PARADIGM OF ABUNDANCE

The problem:

Faced with rising climate risks and the challenge of ensuring food security, the way we currently produce food prioritises productivity and yield at the expense of people and planet. Production models continue to be extractive instead of regenerative, while workers across the value chain, especially smallholder farmers and marginalised groups, remain at risk of exploitation. Environmental considerations centre on decarbonisation, with less or limited consideration for other issues such as biodiversity loss, soil health, or deforestation.

Production models need to be redefined to prioritise social and planetary health, while foregrounding climate justice. How can alternative protein business models, in particular, put soil health, biodiversity, farmers' livelihoods and workers' rights across the value chain at the core of the business?

The group's recommendations

- Industrialisation of the entire food production system is not working because efficiency and profit are prioritised - instead of focusing on sufficiency (there is a lot of current food wastage) - and natural ecosystems are therefore exploited and labour rights are neglected. In essence, the idea of 'abundance' needs to be redefined, as current unsustainable models promote over-consumption and lead to waste.
- The group recommended moving to a community, or landscape-based production system that incorporates and considers wider uses and benefits of site-specific ecosystem services provided at the landscape level (eg. carbon sequestration capability, or paying for ecosystem services and biodiversity credits, the funds from which go to helping to regenerate or preserve those landscapes).
- Sections of landscapes (eg. rivers, forests etc.) could have communities that act as guardians over them. These communities are given the responsibility to oversee production that impacts these areas, with regeneration in mind. This gives ownership and power back to local communities.
- Optimisation of the system through cultivating crops in agricultural areas that are geographically or culturally relevant - thereby increasing the resiliency of crops.
- The model is 'people-inclusive' and takes into consideration nutritional value of outputs.
- Information and data (challenges, solutions, learnings) should be open-source and open-access and shared within communities as well as between communities, thereby making models not only scalable and replicable, but also provides a level of climate resiliency as communities share learning of what works and what does not across different landscapes, and reduces the risk of conflict.

Appendix 2

Action Sprint 1 – Participating Organisations

Asia Research and Engagement

Bayer (South East Asia) Pte Ltd

Bloom8

Cornucopia FutureScapes

Feed 9 Billion Pte Ltd

The Good Food Institute

GROW

GUILD: Ground-Up Innovation Labs for Development

Innovate 360

Meatiply

Nurasa

Shiok Meats

Sodexo

Soil Social and SLICE Cafe

Tony Blair Institute

Thought for Food

UOB

WWF - Greater Mekong



About Forum for the Future

Forum for the Future is a leading international sustainability non-profit. For more than 25 years we've been working in partnership with business, governments and civil society to accelerate the shift towards a just and regenerative future in which both people and the planet thrive.

As our environmental, social and economic crises intensify, the world is rapidly changing, with multiple transitions already reshaping how we all live and work. But will we go far enough, and fast enough? Forum is focused on enabling deep transformation in three game-changing areas: how we think about, produce, consume and value both food and energy, and the purpose of business in society and the economy. We're working with ambitious and diverse change-makers to shift how they feel, think, act and collaborate to drive systemic change for sustainability.

About Protein Challenge Southeast Asia

Our food system needs reimagining. Protein can be a lens through which we look at food, because the protein system is a keystone element of the wider food system. The way we produce and consume protein has significant implications for our climate, biodiversity and human health. In response to the global challenges we face to ensure our food systems are sustainable, and to the specific challenges we face within the region, Forum for the Future launched the Protein Challenge Southeast Asia initiative in 2021.

The initiative seeks to challenge existing models by challenging the assumptions upon which they are built and applying systems thinking to help redesign a new protein system. It does this by bringing together a broad cross-section of actors in the protein value chain in a series of Action Sprints to collectively address current and future food system challenges. Each sprint focuses on a different aspect of the protein system. Within each sprint, participants are equipped with systems tools and frameworks to be able to diagnose the current protein system and vision a new one for the future. Importantly, through this process participants realise their own role and agency, enabling them to think and act systemically as stewards of the protein system. This work has been generously supported by Singapore's Economic Development Board.

Credits

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