

BUILDING FUTURE FOOD LEADERS

A CHANGE MAKERS GUIDE

Bridging the urban /
rural gap

Democratizing food
communication

The background of the entire page is a photograph showing several hands using yellow markers to draw on a large white sheet of paper, likely a whiteboard or a large sheet of paper on a table. The drawing appears to be a conceptual diagram or a map. The image is slightly blurred, focusing attention on the text in the foreground.

THE FOOD SYSTEM IS TRANSITIONING

New initiatives, start-ups and networks of changemakers are emerging at the grassroots level, harbouring ideas and massive potential to break through. Still, we struggle with enormous challenges: depletion of natural resources, hunger and obesity existing concurrently, climate change, soil erosion and so on. The urgency for a different, more sustainable and equitable food system is felt and recognised by more people every day.

Slow Food Youth Network (SFYN), Hivos and Food Hub came together to create this guide, inspired by the activities co-organised at Terra Madre Salone del Gusto 2016. With this guide we wish to enable you to accelerate the transition towards a good, clean and fair food system. We think that by offering tools and inspiration, by making valuable connections and by underlining the urgency and opportunities on the horizon, we can grow in solidarity and make a difference.

We aim to do this by showcasing a range of portraits from inspiring people that operate at the grassroots level around the world; those who are undertaking actions and organising activities to create awareness and make (small) changes within the food system. Secondly, we point to the value of connecting people from different realities in a social-design workshop and share some highlights of the SFYN Tank day at Terra Madre, in September 2016.

We will share with you how we think change is happening; how we see the food system transitioning and how we can influence this transition. Lastly, you'll be handed concrete tools applicable to different steps in the change process. These tools will help you to create an intervention, campaign, project plan or take creative action as an individual.

This guide has been created by Slow Food Youth Network, Hivos and Food Hub, and is based on our collaboration and inspiration during Terra Madre Salone del Gusto 2016. Our shared mission is to empower (young) people around the world to become actively involved in the transition of the food system. This guide is about Building Future Food Leaders and accelerating the transition towards a good, clean and fair food system.

SFYN is an international network of young people who bring about changes in the field of food production and consumption. It was founded by a number of enthusiastic and motivated young people with a passion for good, clean and fair food, and with an interest in sustainability issues. It's part of the worldwide Slow Food movement.

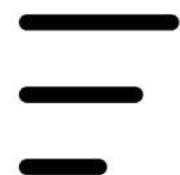
Hivos is an international organisation that seeks new solutions to persistent global issues. With smart projects in the right places, Hivos opposes discrimination, inequality, abuse of power and the unsustainable use of our planet's resources. Counterbalance alone, however, is not enough. Hivos' primary focus is achieving structural change. This is why Hivos cooperates with innovative businesses, citizens and their organisations - sharing a dream with those organisations of sustainable economies and inclusive societies.

Food Hub offers innovative food education and training to understand the transitions of the food system by bringing (a network of) changemakers and innovators from the whole food chain together. Their mission is to accelerate the transition towards a good, clean and fair food system and invest in the world wide food movement.



watch video

SFYN @ Terra Madre



BUILDING FUTURE FOOD LEADERS - A CHANGEMAKERS GUIDE MENU



BUILDING FUTURE
FOOD LEADERS



FUTURE
FOOD
LEADERS



SFYN TANK



CHANGE MAKERS
GUIDE



WHY



FACTS



HOW



TOOLKIT



VIDEO



AUDIO

NAVIGATE
TO MENU



BUILDING FUTURE FOOD LEADERS



“TALK! MEET PEOPLE, TRY EVERYTHING YOU POSSIBLY CAN
AND ENJOY THIS EXPERIENCE TO THE FULLEST”

- GABRIELLA MARTINEZ DAÑINO (SFYN PERU)

GET INSPIRED AND READ THE 7 PORTRAITS OF FOOD LEADERS OF THE FUTURE



John
Kiwagalo



Hendrik
Dennemeyer



Megumi
Watanabe



Gabriella
Martinez Dañino



Simon
Ngatia



Duncan
Ebata



Caio Bonamigo
Dorigon



CLICK TO READ MORE





“IN ORDER TO CHANGE THE FOODSYSTEM, WE NEED TO GET EVERYBODY AT THE TABLE”

- MEGUMI WATANABE
(SLOW FOOD JAPAN)



“IT’S REALLY IMPORTANT TO SEE THAT YOU’RE NOT ALONE...THESE CONNECTIONS SHOW THAT IT IS POSSIBLE TO CHANGE OUR REALITIES” - CAIO BONAMIGO DORIGON (SFYN BRAZIL)



watch video

SFYN Tank

SFYNTANK

A full day social-design workshop on food with some of the most engaging people in grassroots food work and creativity!

SFYN Tank is an experimental event aimed at squaring open-exchange of expertise at the center of food activism held on September 24th, 2016.

The aim was to employ a multidisciplinary approach that encompasses research, storytelling, idea-generation, and prototyping with a critical design eye to solve nine social problems our food system faces. Through open-exchange of expertise, out-of-the-box thinking, and a design approach, we truly can make meaningful impact on our global food system.



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1. Meet the coaches





99
TANKERS

33
COUNTRIES



9 **COACHES**



9

FOOD ISSUES



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2. Working in food



1. Repurposing abandoned spaces for food production

Our world is well developed. Over-developed, in fact. Cleared land, new buildings and infrastructure are visible in every corner of the earth. What happens to an old subway line that goes out of service? Or to former factories, dilapidated homes, city lots, and decaying farmhouses? Can food communities re-imagine and utilize such spaces for food production to avoid clearing new land?

2. Bridging the urban / rural gap

Contemporary city-life often means a lack of connection to nature, and specifically to our food. Convenience reins the life of a city-dweller, and a relationship with natural processes is lost. On the other end of the urban-rural nexus, we see youth leaving farms and moving into cities, as they perceive trade and farm work to be less attractive occupations. Rural food producers selling in urban food chains are confronted with issues like long travel, immense food waste, and unsustainable income. Can balcony beehives, rooftop gardens, and weekly farmers' markets work towards bridging the growing gap between city and hinterland? How can we maintain our relationship with the earth in a concrete jungle and dignify the life of food workers?



3. Democratizing food-communication

Bloggers and instagrammers, television series, and magazine columns share many beautiful food-stories with us, from hip spots to eat, to profiling different cuisines, trending chefs, obscure ingredients, and challenging recipes... But can communication tools dig deeper in order to influence global food problems like agricultural security in Palestine, or seed-preservation in Mexico?



4. When innovative design preserves traditional knowledge

Contemporary innovation implies the digital, like a phone application that recognizes plants from a photo, and traditional life implies the analog, like a foraging excursion with your grandmother to pick elderflower in order to make syrups and fried goodies. Many traditional agricultural, medicinal, and cooking practices were once innovative. How can digital innovation act to restore, preserve, and improve traditional food knowledge?



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3. Food issues



5. Food education tools

Today, food education has evolved a lot from the conventional, nutritional-pyramid model and come to include studies on organic vegetable growing and physiological health. It's increasingly visible through campaigns, infographics, and school curricula, but food is a medium to reflect on many things outside of agriculture and nutrition: Through food, we can understand historical and cultural phenomenon, politics, and environmental happenings, even chemistry and algebra are inherent to food work. And working so closely with our food can instill a greater conscientiousness and value for nature and community. Can we come up with innovative and holistic means of food education for our youth in order to influence their lifelong behavior in society?

6. Really designing sustainable kitchens

From the home-kitchen, to professional kitchens, to mobile kitchens in outdoor markets. The experience of cooks in our SFYN network who prioritize waste-reduction and honoring ingredients can start to mobilize with designers in dictating how to redesign the kitchen for restaurants, schools, hospitals, street dining, and the home. What are potential tools, methods, business practices, and space arrangements that improve energy usage, reduce food waste, encourage local economy, initiate social, contextual interaction, maintain hygienic standards, and achieve holistic sustainability of where food is transformed?





7. Thinking outside the “can”

Slow Fish, the network within Slow Food that focuses on sustainable fishery practices, believes there’s a lot of dignity in preserved fish. In a world that demands the freshest fish in every corner of the earth, canned-fish is often considered poor quality and cheap. The demand for fresh fish, like tuna and salmon, are at the root of overfishing, farmed-fish, and multiple environmental, economic, and social hazards, when in fact canned-fish is a traditional waste-reduction method and frugal way to eat for many seaside communities worldwide. How can we re-dignify preserved fish and think outside of the “can”?

8. Improving access to the slaughterhouse for livestock-farmers

Slow Food’s initiative on meat-production and consumption, Slow Meat, represents many livestock farmers, and a common problem they face worldwide is access to easy, affordable, hygienic, and certified slaughterhouses. The travel to slaughter is often tedious, expensive, requires a lot of organization, and is highly uncomfortable and risky for the animals. How can design improve on the mobility and service of a slaughterhouse while honoring the work of a farmer and the lives of his animals?



9. Seeds and the potential power of digital technologies

The diversity of our earth’s ecology is ever disappearing, but the act of seed-saving works to counter that. Seed-saving is inherent to agriculture, and in recent decades, it’s evolved to be an act against industries’ encroachment on seed “ownership.” Yet, an on-going worldwide problem amongst small-scale farmers is knowledge-sharing around seeds. Many seed-saving initiatives like libraries and banks also take a step further to investigate a seeds relationship to a place and its people; history and artistry around seeds goes beyond botany and agriculture. Does digital technology have the capacity to increase global knowledge-sharing and promote biodiversity without compromising the magic and aliveness of seeds?



A CHANGE MAKERS GUIDE

Future Food Leaders?

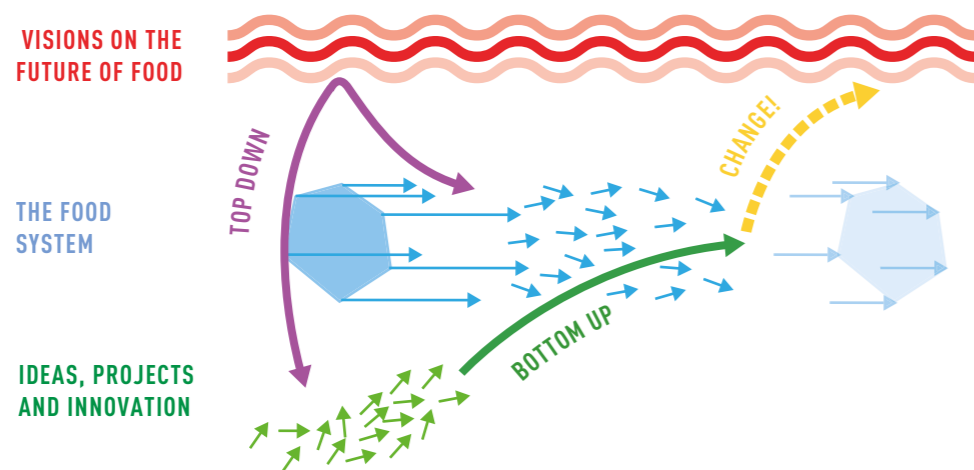
We all share a responsibility for the future and can choose to take a role in shaping the future food system. Don't worry about the daunting task, opportunities are plenty! We can start setting up community gardens, make changes in our daily diet, become a politician, create campaigns or make (small) changes in our jobs and cultures - to name just a few possibilities.

WHY

The food system is transitioning: new initiatives, start-ups and networks of change-makers are emerging at the grassroots level, harbouring ideas and massive potential to break through the current system. However, we still struggle with enormous challenges: natural resource depletion, hunger and obesity exist side by side, climate change, soil erosion and so on (see next page). The urgency for a different, more sustainable and equitable food system is felt and recognised by more people every day.

Transition

Within this myriad of complex societal and environmental problems there's a tension between tradition and vested interests on one side, and innovation and deep change on the other. We underline the necessity for a transition, offering sustainable alternatives to the status quo and therefore we strongly believe that young people - leaders of the future - need to be empowered and engaged in shaping this food system of tomorrow. We can all work together to accelerate this transition towards a good, clean, and fair food system.



This model of transition tells us that when visions of the future food system connect with networks, ideas, projects and innovations at the grassroots level, the current system will be under pressure from the top down and from the bottom up. Naturally, the existing system will try to maintain its position and incorporate innovation. However, when innovations and new ideas are disruptive enough and become widely accepted, the system will start to show little cracks, ultimately followed by a deeper transition: a new system will emerge and establish itself.



People power

The system will change and that change is very needed. The direction or the outcome, however, has not been defined yet. But what we do know, is that transitions are (wo)man-made phenomena; so it is up to us to push the food system in the direction we'd like to see! This strong belief has led Slow Food Youth Network, Hivos and Food Hub to partner up and design sessions and material to help the Building of Future Food Leaders. With this guide, we wish to enable you to accelerate the transition towards a good, clean and fair food system.

FOOD FACTS & THE NEED FOR CHANGE



WASTE

- >> 1,3 billion tonnes of edible food are wasted annually
- >> 28% of the world's agricultural area is used to produce food that goes to waste

OBESITY & HUNGER

- >> The obese population has doubled since 1980
- >> In 2014 more than 1,9 billion adults above 18 were overweight
 - >> and of these adults, 600 million were obese (WHO)
- >> At the same time, 795 million people are living in hunger

BIODIVERSITY

- >> 75% of genetic diversity of agricultural crops has been lost
 - >> 75% of the fish populations are over overexploited
 - >> 17% of livestock breeds are at risk of extinction
 - >> and 58% are of unknown risk status
- >> between 2000 and 2014, nearly 100 livestock breeds have gone extinct (of 800 existing breeds)
 - >> Over 80% of the human diet is provided by plants
 - >> Only five cereal crops provide 60% of energy intake

LIVESTOCK, AGRICULTURE & CLIMATE CHANGE

- >> Global demand for livestock products will increase by 70% by 2050
- >> The livestock sector contributes 14.5% to human-induced greenhouse gas emissions and is a large user of natural resources
- >> The main sources of those emissions are deforestation, methane emissions from livestock, manure left on fields, applied chemical fertilizers and rice cultivation practices
- >> Deforestation and land degradation have also reduced the sector's capacity to absorb carbon dioxide from the atmosphere



HOW

How does change happen and how can we, changemakers, navigate the messy nature of our realities? Complex social issues (such as 'the food system') are unpredictable: they are constantly emerging and changing, as its properties arise from the interaction of many parts.

If our interventions are to be meaningful, we need to take a systems approach: recognizing complexity and designing a process that harbours a combination of thinking, relating and doing.

Vital elements of your intervention

Every culture, from country to country and even from city to city, has its own traits, problems and ways of working, so there is not one solution or model to apply. However, here we propose some core elements that are vital to incorporate in every situation. They will make your intervention sustainable in the long run - they can help to achieve the step forward in the transition that you'd like to see.

1 Multi-stakeholder model.

Bring "the system" into the room. Convene a diverse group of individuals that are connected to the food system and the issue you try to tackle. They too recognize the situation needs to change and they are also willing to see what can be done. Each of them brings a specific set of knowledge, experience and possibilities to the table. As the person calling the meeting, your job is to take a holistic approach and then look for common ground; 'acupuncture points' where positions converge. Bring out collective wisdom and power to change.

2 Meaningful connections.

Collective action is more likely to be successful and meaningful when actors connect on deeper levels. Try to make and foster connections on a personal and professional level, through sharing of experiences, motives, intentions and spending leisure time together. Why do we do what we do? Why is it important? These are vital questions to address when we are in a collective change

process. >> **TOOL #3 CREATE A GROUP**

3 Use an open, questioning process.

Facilitate a group through a process, program or intervention that is not afraid to break through dogmas. This is partially achieved by working with a diverse group (hence, diverse viewpoints), but can also be accomplished through some simple facilitation tools. Purposely shine light on different elements of an issue, try to understand why things are the way they are without judging them and welcome diverging viewpoints!

4 Immerse yourself!

Great minds have shed lights on the issues we are facing. There's libraries full of theory that can help us on our journey. But nothing is as valuable as getting away from your computer and book. We often get so lost in theory that we forget to collect the knowledge ourselves: walk out the door, experience the issue first hand and co-create your solution with the people you want to reach and help in the first place. Apply more than just your brain - all senses are valuable when we try to comprehend and change an issue.

>> **TOOL #4 EXPLORE THE ISSUE**

5 Appreciative inquiry.

Work from what you have! No one expects you to start from scratch. Look at what's already in front of you and start from there. Leverage the positive to correct the negative and formulate your own visions and ideas from there.



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4. Future food leaders

Examples of models that support and use this approach are Theory U and the Iceberg model.

Theory U.

Theory U is a method for facilitating profound change. It states that too many learning methodologies rely on learning from the past, while most of the real leadership challenges in societies seem to require something quite different: letting go of the past in order to connect with and learn from emerging future possibilities. The shape of the U represents a journey: in order to get to a deep point of transformation and letting go (the bottom of the U), one first moves down the left side of the U, where sensing and exploration takes place. Moving up on the right side of the U represents acting to bring the new into reality (prototyping, etc.). The steps outlined in this guide, connect to this principle.

THEORY U

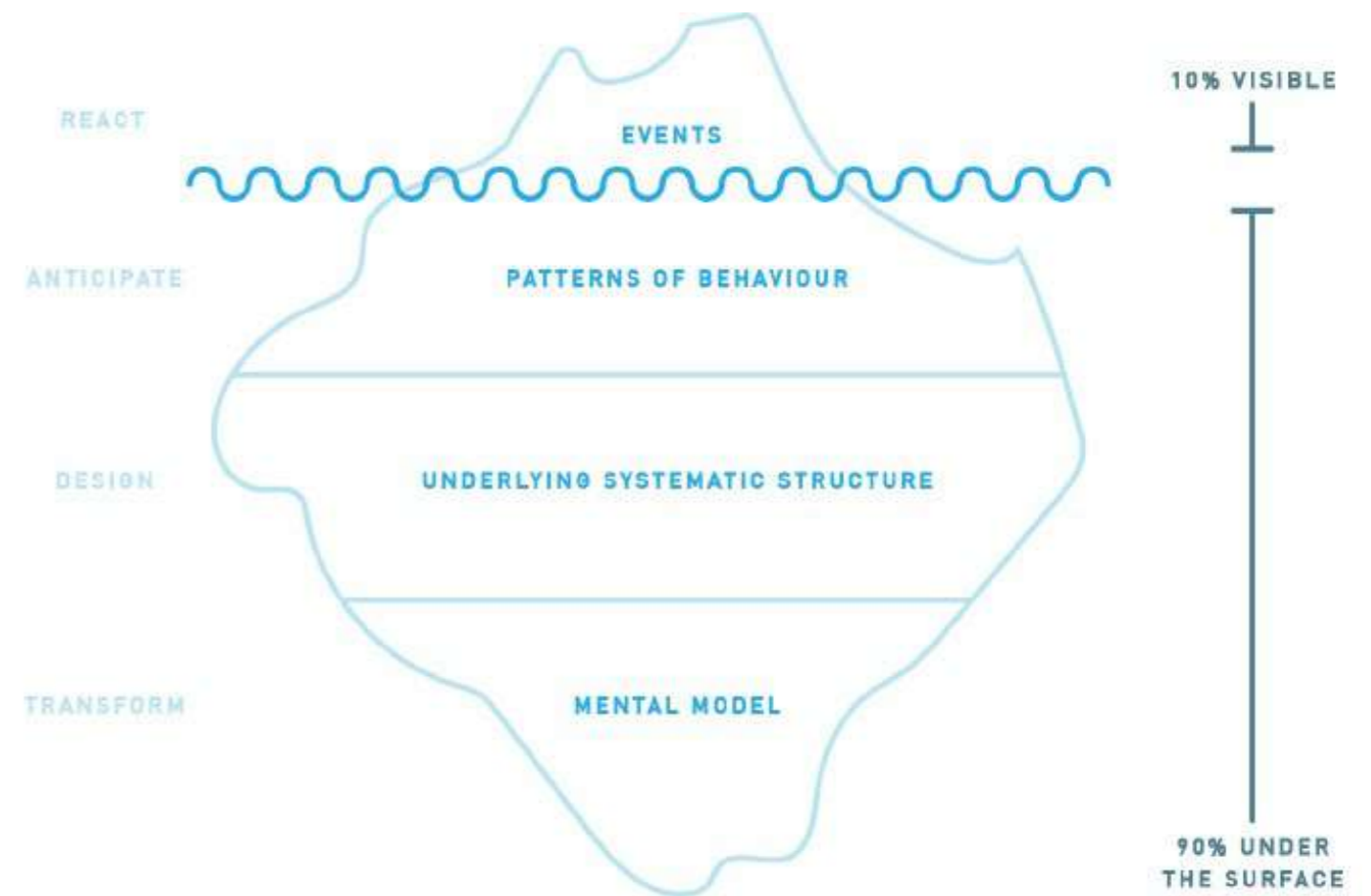
**1. CO-INITIATING:
UNCOVER COMMON
INTENT**

**2. CO-SENSING:
OBSERVE, OBSERVE,
OBSERVE**

**3. CO-INSPIRING:
CONNECT TO THE SOURCE
OF INSPIRATION AND WILL**

**4. CO-CREATING:
PROTOTYPE THE
NEW**

**5. CO-EVOLVING:
INSTITUTIONALIZE THE
NEW IN PRACTICES**



The iceberg model.

The Iceberg model is a systems thinking tool that can be helpful when you are trying to come up with an intervention strategy. Just like an iceberg, that has 90% of its mass hidden under water, only a small part of any complex problem is visible to the eye. We have to delve below the surface of the visible (events), to see the bigger picture. Here, we see patterns of behavior (trends, what has been happening over time), that are in turn influenced by an underlying systemic structure, such as how a society is organised (capitalist system, democracy, etc), and even further below we arrive at mental models in society (strong, rooted values and belief systems that essentially all affect the issue we are dealing with). Understanding how different elements shape a complex issue can help us make choices about smart interventions, so we can work on truly transforming a system.



TOOLKIT

WHAT

Now that we understand why we need future food leaders, and how change and transitions happen, it's time to make it concrete and get to work! In this toolkit, you can find a suggestion of steps to take, accompanied by tools, that can guide your intervention. The steps follow the logic of the U-process, but are not meant to be taken quite literally, as 'social change' is never a linear process! While going through a change process you'll notice that you'll go back and forth between the steps, or that you use one in particular. You can use these guidelines in all sorts of situations: to start a new project, to explore an issue, to push a campaign - you name it!



CHANGEMAKER TOOL #1

CHALLENGE

You face a challenge and you want to do something about it. You feel empowered to act and have talked about this issue with others. This is when you start the journey of your intervention. The first thing you need to do is create a common understanding and intention of the group you feel inspired to work with.

>> *Common intention with core group*

[Dialogue interviews](#) are a good tool for initial scoping of the issue and potential actors you can work with.

Another way to spark initial discussion, is to show captivating video clips or other material, where there's a clear sense of urgency to tackle the issue. You could also make use of reflection techniques >> **TOOL #5 REFLECTION** or have a initial brainstorm on defining your common intentions.

>>**TOOL #6 BRAINSTORM**

CHANGEMAKER TOOL #2

GATHER PEOPLE

An interdisciplinary mix of thinkers, makers and doers is just the right combination to tackle any challenge - bring the whole food system to the table! Progress results from skillfully engaging people with different perspectives, backgrounds, and interests to collaborate on shared concerns.

Finding the right people:

01 Think about the right number of people that you'd like to involve in your process. Do you need to make a restriction to the group size? How many people do you need to follow the process and meet your goals?

02 What kind of people (age, background, profession, etc.) are you looking for and where can you find and reach them? Also, define why you think it is beneficial for them to participate or join you (in the case they have to be persuaded).

03 Decide on tactics to reach and involve them: a small group with which you'd like to work intensively can possibly be found in or via your own circle of people, but if you are thinking of a bigger group, you might need other outreach methods. Dare to use your network! Consider that it might take some time to execute this step: writing emails, making calls, explaining, etc.

04 Try to find a balance within the group: equal numbers in gender, balanced age differences, as well as a combination of extraverts and introverts, analytical and more emotional people. But also on the possible roles of people, like having a moderator or note taker. Diversity is key!

CREATE A GROUP

A diverse group creates a holistic approach as you combine all perspectives. The group can be very powerful if, throughout the process, they are not only connected through the issue, but also on a personal level.

Connect and commit:

- 01** Start by discovering your own and their personal values and intentions. Why do they participate? What do they want to learn and do? What do they bring to the group?
- 02** Encourage exchange of knowledge, experiences and intentions within the group in order to create trust and empathy for each other's perspective. This will not only create a safe foundation for discussion throughout the program or project, but will also provide fertile ground for a solid network after the formal program.
- 03** Explore people's individual roles and behavior. What can you expect from each other while going through this process?
- 04** Don't forget to have fun together! Cooking together or having a drink with the group and sharing some leisure time without program or activities planned, can sometimes be the most fruitful moments - either to create a network, or to spark innovative ideas.

>> Facilitate this by :

- Dialogue walk: send people out in pairs or groups for a fair amount of time and let them discuss a list of questions. For example: *why do you do what you do? Why are you here? What motivates you most in life? Etc.* Dialogue walks are an exercise in [deep listening](#).
- Ask them to share their personal/professional journeys.
- Have an open discussion about expectations and skills. What role are you comfortable in and what can you give to the group?
- Other group icebreaker activities like the [Marshmallow Challenge](#), or maybe an historic game that is part of your culture or community. The internet is full of group building activities and games.



EXPLORE THE ISSUE

To explore the issue more in-depth you'll need to do some research. But be mindful: we often forget that 'doing research' is much more than reading books and articles! Theory is important, but experiencing and learning-by-doing is as important, if not more.

Moreover, learning from experts doesn't mean you need to find academics. Stakeholders who are experiencing your issue in daily life may turn out to be the foremost experts.

Immerse yourself: organize a learning journey

01 Find places, individuals and/or organizations that provide you and the group with a new perspective or that give a proper understanding about the status quo (what is completely new to one person, can be old news to the others – this is not a problem).

02 Prepare as a group by discussing the context and the key players you will talk to, as well as exploring what questions you would like to have answered. In addition, discuss your own assumptions that you might bring to the visit – as an individual and as a group.

03 Prepare the host of the site: share the purpose and intent of the visit and what kind of group you're bringing there. Communicate that it would be most helpful for the group to gain some insight into the "normal" daily operations of the host, rather than a staged presentation. Ask them, for example, to share the challenges they face or what dreams they have.

04 While at the site, be alert and pay attention to what the speaker has to tell you: listen with an open mind, free of assumptions and judgment.

05 Formulate your questions for the host likewise, with respect and neutrality. By asking simple and straightforward questions, the deeper systemic forces at play can be revealed. When your interviewee has finished responding to one of your questions, don't jump in automatically with the next question. Be attentive to what is emerging in the moment.

06 After the visit, reflect >> **TOOL #5 REFLECTION** and debrief; talk about the findings and generate new ideas. What was most surprising or unexpected? How could 'this' develop and/or is limited? How can you relate to it as a person and as a group?

>> Immersion

Going on an immersion or learning journey is, in our view, one of the most inspiring and valuable ways to explore the issue. It has the potential to break through deeply ingrained perceptions, combining theory and practice. A learning journey pulls participants out of their daily routine and comfort zone, allowing them to experience the organization, challenge or system through the lens of different stakeholders.

>> To find more details on creating a learning journey: [Sensing Journeys](#) and [Shadowing](#). When you're immersing yourself, take into account there are different ways of listening. Have a look at [this video](#).

REFLECTION

Moving forward is possible when, every now and then, you look back. In this phase of reflection you'll be processing personal responses to experiences, events, new information, encounters and new insights. It helps you to clarify the connections between what you know and what you're learning, and to connect

valuable knowledge to experience. There is neither a right nor a wrong way of reflective thinking, there are just questions to explore. Doing this not only on your own, but also with the group will broaden your perspective by hearing different reflections on your experience. It is a way of helping you to become an active, aware and critical learner.

>> Individual reflection

Before assessing what has just been learned as a group, first identify and examine your own thoughts. It'll include looking back to the experience and knowledge you had before going through this process, and how and why you think as you do now. This examination of your beliefs, values and assumptions forms the foundation of your understanding.

It's good to do this in a quiet moment, by:

- Taking a walk in nature and contemplating
- Taking time to think, in silence, without distractions from phones, computers or other people
- [Journaling](#) can really help structure your thoughts. Or think of drawing, mind mapping, etc.

>> Group reflection

After considering lessons learned individually it is beneficial to connect insights of each individual in the group to create a broader understanding of the issues and what the potential approach, solution or intervention may be. It will also highlight the different angles that can be taken to evaluate what all have learned. Individual lessons together converge to a holistic idea that includes a variety of perspectives.

For individual & group reflection, the following steps might be helpful:

- 01** Start with sharing the facts: be descriptive. What has happened, with whom, and what has been told or seen?
- 02** Interpret what has happened: what did this experience mean to you and the other participants? What feelings were involved and what lessons were learned?
- 03** See your interpretations in the bigger picture: make it contextual. Apply the lessons learned and any new insights to your situations. This can be formed into a plan of action or form a base for an intervention you're creating.



BRAINSTORM

The goal of a brainstorm session isn't one perfect idea; it's lots of ideas, collaboration, and openness to wild solutions. During a brainstorm session, the best policy is to promote openness, a flow of ideas, and creativity over immediate feasibility. Brainstorms work best when the group is positive and focused on generating as many ideas as possible.

Basic rules for a fruitful brainstorm:

- 01** Don't judge the ideas that emerge.
- 02** Encourage wild ideas.
- 03** Use positive language: affirm ideas of others and avoid following up with "but..."
- 04** Stay focused on your issue/topic
- 05** Make it visual: write ideas on post-its, large boards and encourage sketches

CLUSTER IDEAS

The richness in backgrounds and experiences of your group has the potential to lead to a bunch of interesting ideas and insights. When all of these are on the table it's time to start moving them around and forming them into more concrete solutions.

Clustering step-by-step:

- 01** Start by clustering similar and overlapping ideas into groups. Talk about the best elements of those clusters and combine them with other clusters.
- 02** Through this process, themes, and patterns will emerge. The next step would be to build groupings.
- 03** Once you've got a few idea groupings, ask yourself how the best elements of your thinking can be combined. Now you've bundled the individual ideas into full-on solutions!
- 04** Pick one or more ideas to work with.

PROTOTYPING

When we've clustered ideas and questioned them on their feasibility, we can start turning them into a more polished solution-concept. 'Prototyping', a concept often used in design thinking, is, simply put, about trying things out.

You can prototype everything: a product, service or campaign - be creative! You'll be surprised how helpful it can be to make a concept concrete just by 'building it'. Engineering the concept forces you to think of practical details like locations, stakeholders and target audience, methods, resources needed, etc.

The goal:

The goal of prototyping is to get feedback from the so-called 'end user': the person to whom you are targeting your intervention. As we already touched on above, it is surprising how effective it can be to move away from your desk / book / room, and immerse yourself in reality. The end users can give you feedback about your intervention, which is crucial in improving it and eventually in its adoption and overall success. Don't be afraid to take your clay-constructed responsible slaughterhouse mock-up to a butcher or meat processor. Explain what you built, why you built it, and let them ask clarifying questions. You'll be sure to get valuable input.

>> *The internet is full of manuals for prototyping for social issues. Here's [one example](#).*

SUSTAIN & EVOLVE

Now that you're on the right track, this 'last step' may seem to be the hardest part. After you and your group have analysed the issue, built common ground, understanding and motivation, and have moved towards brainstorming and trying out ideas - you're up for the task of implementing your idea and sustaining the effort.

Depending on your project, to sustain and evolve might entail scaling, or the setting up of supportive infrastructures, looking for funding, expanding your team... And in most cases, you will make mini feedback loops back to earlier phases. The prototyping phase might have shown you there's so much below the iceberg's surface left to explore that you need to do further research. Or the team might have disagreed during the ideation phase and you now juggle with too many leads...



Well people, that's the tricky business of change making! There is always space to sharpen your proposition, understanding and team composition - the work will never cease. As we work with complex social issues, this is the only truth we can be sure of.

We hope that this guide provides the information to perceive some of the deeper forces at work in society, to tackle the issues of the foodsystem and that it leads you to confidently navigate the process of change making.

Slow Food Youth Network, Hivos and Foodhub



FUTURE FOOD LEADERS

READ 7 PORTRAITS
OF YOUNG
CHANGE MAKERS



Meet Simon

Ngatia Ndungu

>> coordinator SFYN Kenya



Brought up in a farming family, Simon's love for food and farming comes naturally. When he got in contact with Slow Food through the 10,000 gardens in Africa project, Simon Ngatia Ndungu felt the need to be a part of this movement. *"The gardens were implemented at some schools in my neighborhood and I thought of it as a very noble idea."* As a social worker Simon is involved in projects aimed at improving the living standards of local communities. He's also the coordinator of SFYN Kenya.

When asking Simon about his day-to-day program at Terra Madre, his schedule looks extremely busy, as he's aiming to *"maximize his experience"* in Turin. He is serious about his mission to bring Kenyan youth closer to the philosophy of good, clean and fair food for all, especially considering the alarming rise of fast food culture in his country. *"Young people are gradually falling into the trap. There's a need to educate them so that they're able to make informed food choices and become responsible*

citizens." Simon and his colleagues are preparing to start their own Food Academy in Kenya. In his opinion the future of food lays in the hands of the youth. Therefore *Building Future Food Leaders* was a fruitful session for Simon to learn the best practices and challenges from other countries who already have a Food Academy.

Creating linkages between like minded people

is vital to the network, Simon says. Young people feel motivated when they realize that they're part of a global network with a common goal: *"a food system that guarantees that everyone has access to good, clean and fair food ... It's so unfortunate that we are living in a world full of injustice with hunger and obesity being two*

sides of today's broken global food system." Inspired by Carlo Petrini's words Simon believes that food is going to play a big role in fostering peace in the world. *"I was proud to lead the Kenyan delegation in the participation of the parade. While singing traditional, patriotic Kenyan songs, we*

joined the parade with thousands of people from around the world to

show our mutual beliefs on the future of food...It really feels like that when we gain more insight in global food challenges and strengthen our network, we will have impact and therefore we'll have a more sustainable future."

"Young people feel motivated when they realize that they're part of a global network"

Get in touch with Simon Ngatia Ndungu and his local Slow Food Youth Network
[@Simon_Ngatia](#), [@SlowFoodYouthNetworkKenya](#)

Meet

Megumi Watanabe

>> Assistant director
Slow Food Japan



As a college student Megumi Watanabe used to work at Italian restaurants. One day, while the chef was prepping cod, a waiter entered the kitchen to ask where the cod came from. “I don’t know. That was the cheapest frozen fish to order. Tell him it’s from Alaska or something,” was the chef’s answer. Megumi was shocked, but for her it meant that she took the first step in learning more about the food system and its problems. It brought her to the University of Gastronomic Sciences in Italy. Right now,

she works at the International Slow Food office in Japan as assistant director. Megumi almost tears up thinking about the parade on the second day of Terra Madre 2016. *“It was the most beautiful thing I’ve ever seen. People marching through the city streets of Turin, dancing and singing together. Race, age, gender, everything was harmoniously mingled together.”* A moment like this is very important for the work people do in their own regions: to feel supported by a movement even when you get

back home to your own small, local network. Megumi feels like the majority of people in the world don’t care so much about the future of food.

“Especially young generations tend to be numb to the fact that they’re the ones who will be

feeding the planet...It sometimes can be very lonely working on

these issues. That’s why it is so important to meet other passionate people with the same ambitions.” Megumi would love to see a future where good, clean, and fair food is the norm and people wouldn’t even think about producing food, reselling and serving food another way. *“I personally believe in a holistic approach. In order to change the food system, we need to be talking about so many topics. To get there, everybody*

needs to get at the table.” One of Megumi’s goals is to start a Japanese Food Academy where every member will become a lecturer on a topic where they’re specialized in. She also hopes to organize an Asian version of [‘We Feed The Planet’](#) in Japan.

“To change the foodsystem, everybody needs to get at the table”

Getting together with so many nationalities and cultures

is important to share knowledge, but it also creates space to reflect on what we see as normal. *“Whenever I try to explain our culture to those who are not familiar with it, like talking about sushi, I realize that we have something very special. We tend to take that for granted but I feel determined to keep our good reputation.”*

Get in touch with Megumi Watanabe and her local Slow Food Youth Network
[@Megumi Watanabe](#) [@SFYNTokyo](#)

Meet

John Kiwagalo

>> coordinator
SFYN Uganda



John was introduced to Slow Food in his home village in Mukono, Uganda and immediately felt the need to become a part of this group of people who want to change the food system. A year and a half later John Kiwagalo is the national coordinator of the Slow Food Youth Network Uganda and organizer of the first Food Academy in Africa.

During the SFYN conference at Terra Madre 2016, John introduced international SFYN-members to some inspiring projects he and his colleagues

are running, like their *Food Wise Campaign*, where the goal is to document traditional local food culture in Uganda: how to prepare local dishes, traditional preservation methods and the varying cultural etiquette. John and his team also run a project called *The young farmers club*. It's a growing network of clubs at school, where children are responsible for an edible schoolgarden. The clubs are also a way to make kids familiar with the principles of good, clean, and fair food at a young age.

"Since this was the first time I attended Terra Madre, I didn't know what to expect. It was great to share some of the projects we do in Uganda. I also got a lot of new ideas from what is happening in other countries. I have good hopes this will strengthen the food movement globally."

During *SFYN Tank*, John joined the discussion on food education tools. At this first edition of the social-design workshop, co-organised with Hivos, 99 participants worked on 9 different food issues, introduced by the network itself. The challenge for John and his team was to come up with innovative and holistic means of food education in order to influence lifelong behavior in society. *"I liked the fact that SFYN Tank was an interactive*

session, everybody had the possibility to contribute, therefore all the teams were really productive. To me this proves that teamwork with a diverse group of people always is the best strategy to create new ideas." Within the

"Teamwork with a diverse group of people is always the best strategy"

next year, John and his fellow "tankers"

will further develop the initial ideas they came up with during *SFYN Tank*. John has big dreams for the future of the food movement. But after a whole day at Toolbox coworking, he and his team start small by asking everybody to offer a helping hand: *"when you get home, go to the nearest school and teach a class on a food subject you're really passionate about."*

Get in touch with John Kiwagalo and his local Slow Food Youth Network
[@John_Kiwagalo](#) [@Sfynuganda](#)

Meet Hendrik Dennemeyer

>> food and horticulture consultant



At Gorilla Bar in Turin, a big tupperware is passed around between glasses of wine, beer and cocktails. Inside, there's a golden coloured honeycomb dripping with honey from Hendrik Dennemeyer's beehive in Northern Ireland. As a food and horticulture consultant he knows all about sharing food experiences.

He works for several therapy projects where he is giving cookery classes and teaches people how to grow their own organic produce. This Luxembourg-born food producer takes

an enjoyable food experience very seriously. Hendrik says it's important to have fun in life. *"Events like Terra Madre are incredibly fun and the food is delicious. To promote that fun aspect is a good lesson to learn when starting your own projects and organizing your own events."* And he does practice what he preaches. Although Terra Madre is a tiring experience for most people, Hendrik is always found with a big smile on his face, sharing his honey. Knowledge around preparing tasty food is very important to get people

interested in eating a more sustainable and balanced diet. As a teacher Hendrik knows learning new skills is key in changing the future of our food system. But proposing better alternatives should not only be

done in schools and community groups but also among the wider public. *"Getting together, talking about these issues and sharing knowledge creates the opportunity for people to actually make better food choices themselves and therefore helping food producers who are practicing sustainable agriculture."* As a beekeeper, Hendrik is also very concerned about the future of honeybees and pollinators, therefore he promotes and practices sustainable forms of agriculture. Although every area needs

its own food system, there are some general aspects that are important in his eyes, like more direct trade and local production, promoting

"It may be extremely difficult but I certainly believe we can do better" ecological agriculture practices and improving access and

distribution of food. *"It may be extremely difficult, but I certainly believe we can do better than we're doing right now. We live in a world where 800 million suffer from malnutrition, 2 billion are overweight and a third of all food is wasted."* According to Hendrik the most powerful tools to address these problems are education and information. *"The more we get together and talk about issues of access to food on the global and local scale, the less inequalities we'll have."*

Get in touch with Hendrik Dennemeyer
[@Hendrik Dennemeyer](#)

Meet Gabriella Martinez Dañino

>> coordinator SFYN Peru



A thesis project in the Peruvian Amazon on sustainable agriculture, to raise nutritional levels of an Ashaninka native community, brought Gabriella Martinez Dañino in contact with SFYN. As a member of the network in Peru, she gave talks on the Ark of Taste. Since the *Building Future Food Leaders* meeting at the SFYN-booth Gabriella got inspired and excited to start a whole lot of new projects back in Peru. As a major in *Geography and Environmental Sciences* she works with Amalamar, an NGO

that aims to protect and clean the Peruvian sea, to maintain marine biodiversity. *"To me, biodiversity is one of the most important topics today. A country like Peru has a lot of native products from different indigenous cultures, which need to compete with an international market that demands standardized foods. That's really troubling, since biodiversity could potentially save us from extreme climate change scenarios."* Gabriella is one of the most passionate and energetic people attending

Terra Madre, absorbing every experience possible. From trying Slovakian syrup, and joining *SFYN Tank*, to serving Peruvian food herself at *Salone del Gusto*. *"Before becoming a member of this network I never thought there'd be so many different cultures. To get the chance to actually meet all these amazing people is a wonderful experience!"* Meeting this international network of young food activists during *Building Future Food Leaders* motivated Gabriella to make future plans for an adapted version of the Food Academy in Peru. Sharing experiences can really help to understand different realities and at the same time help see where ideas can be implemented in a similar way, says Gabriella. *"Having the*

opportunity to share my knowledge and discuss about real problems like democratizing food communication at SFYN Tank felt very nourishing." Gabriella and her team came up with revisited symbol language that

"Biodiversity could potentially save us from extreme climate change scenario's."

should be easy to read for producers and consumers

from all nationalities. The social-design workshop was everything she expected and more. *"Even the lunch we got had an amazing concept of pairing symbols and sharing a delicious dessert."* Although this was her first time at Terra Madre, Gabriella did follow her own advice a 100%: *"Talk! Meet people, try everything you possibly can and enjoy this experience to the fullest!"*

Get in touch with Gabriella Martinez Dañino
[@Gabriella Dañino Martinez](#)

Meet

Duncan Ebata

>> coordinator
SFYN Canada



A plating workshop from a Noma chef and having delicious chamomile crème brûlée for dessert didn't have the same impact on Duncan Ebata as ground lentils, with orange and millet flour for breakfast. This porridge-like meal from Tunisia, derived from peasant food is way more interesting to this Canadian Slow Food Marketeer than the art of plating. Two years ago, he started the SFYN Canada, now Duncan is starting a Community Food Hub in rural Nova Scotia. At Terra Madre '16 Duncan's

goal was to "spend less time on forums and panels and take more time to eat and connect with people." During his lunch he sat down with Rahul Antao, who's working for IFAD, to talk more on the topic of youth leaving rural areas to live in the city. During the *Building Future Food Leaders* meeting they ran into each other. "Rahul always asks rural food producers the question - has your wellbeing improved since you moved to the city? Most people he'd asked in fact said it didn't improve their wellbeing. I wonder how much

different the world would look like if food producers critically asked themselves this question." The most significant takeaway from the meeting for Duncan was that food education is a system

change strategy that's far more effective than other informative events. "Using the iceberg model, where campaigns and public awareness events are just the tip, but what's not immediately visible below the water surface are some things like Food Academies that have the potential to create lasting political and cultural change." In Canada and the U.S. motivating youth has been challenging says Duncan, because it's not very clear what's in it for them. Starting a Food Academy can offer something different from other movements by providing a

more diverse program and bringing people from every part of the food system together.

"Copying successful models like this is a big help so you have the confidence to know this idea

will work." Connecting with fellow delegates, food producers and activists from around the world was the most inspiring and interesting according to Duncan. "I met a woman from Ivory Coast who lives in France and makes artisanal chocolate called 'Yeres' as well as two Georgian natural winemakers. We shared her chocolate and talked about natural wine making. It's amazing how this kind of sharing creates a deeper connection. That's what makes this event so special."

"food academies have the potential to create lasting change."

Get in touch with Duncan Ebata and his local Slow Food Youth Network
[@Duncan_Ebata](#) [@slowfoodyouthnetworkcanada](#)

Meet Caio

Bonamigo Dorigon

>> youth representative
for Slow Food Brazil



Although Caio has never lived on a farm, as a grandson of farmers he still has a close relationship to the countryside. Caio Bonamigo Dorigon decided to exchange a job in advertising for a study in gastronomy and research. Encouraged by his father, he started to engage with his local Slow Food convivium. Right now Caio is the chosen youth representative at the Slow Food Brasil Association and initiator of the first World Disco Soup Day. There are not a lot of opportunities for young

people around the world, who are motivated to make change happen, to meet each other. Since last year's *We Feed The Planet*, where 2500 young food producers and food activists from around the world got together, Caio and his team got inspired to create a stronger national youth network in Brazil, which is challenging in a country with more than 200 million inhabitants. By creating monthly online meetings, with a lighter and more relaxed approach, they're able to keep in touch and update each other

on local operations. *"It's really important to see that you're not alone. Connections like this and getting together at events like Terra Madre does refuel members and show that it is possible to change our realities."*

"It's really important to see that you're not alone."

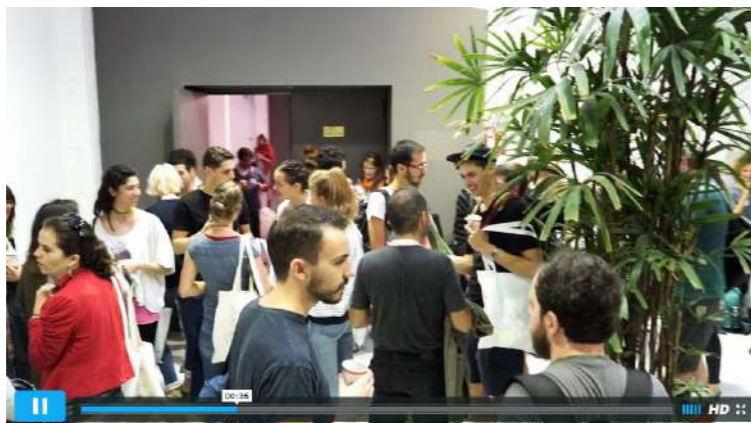
While city-life often means a lack of connection to nature, you see youth leaving farms and moving into cities. *"I think one of our main goals is to*

search for ways to encourage young farmers to

Therefore one of the highlights for Caio was the opportunity to connect with, what he calls *"so many amazing and qualified young people"* during social-design workshop SFYN Tank. Together with other young food activists from around the world Caio spent a whole day talking about Bridging the urban/rural gap. This is a problem that's also affecting Brazil and its smallscale family farms. Farmer populations are ageing rapidly. In 2014 the average age of farmers worldwide was about 60.

stay in the field." Another challenge for the country is a monstrous rate of food waste. To create international attention for this issue and connect an international network at the same time, Caio proposed an *International Disco Soup Day*. With all these young activists in one place it was strikingly easy to meet-up the next day at *Parco del Valentino*, where a large group of different nationalities immediately got to set the date. On 29 april 2017 the first International Disco Soup Day will be a fact.

Get in touch with Caio Bonamigo Dorigon and his local Slow Food Youth Network
[@Caio Bonamigo Dorigon](#) [@Slowfoodbrazil](#)

 VIDEO

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CREDITS

We are not the first ones to write these steps down or to explain the transition theories and methods that support the achievement of change. To support our own experience and knowledge, we made use of several (online) sources. Most helpful were the following:

[presencing
designkit](#)
[reospartners](#)

Feel free to take your own journey through these websites - they're extremely useful and detailed and can be of help in developing your ideas even further.

Other sources: FAO, IFAD

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www.slowfoodyouthnetwork.org



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Building Future Food Leaders a changemakers guide

2016

