

Proposal for the “5x20” project

1. Executive Summary (limit of 150 words) *Provide a brief summary description of the problem that you are committed to solving and the solution that you are proposing. Your Executive Summary should be contained in a single paragraph. Focus on delivering a compelling overview so that the Evaluation Panel members assigned to score your application will want to read more. Your Executive Summary, along with other portions of your application, may be extracted and revealed to the public. Therefore, the paragraph should not require any other context to explain clearly the problem and your proposed solution. This is your opportunity to make a strong first impression.*

Climate change has been fought for more than 20 years by prioritizing policymaking measures to replace fossil fuels with renewable energy infrastructure. Yet greenhouse gas emissions have increased, and climate change has accelerated. Trying a different approach, Paul, Mary, and Stella McCartney launched the Meat Free Monday campaign in 2009, which has served as an incubator to inspire this proposal. A team of specialists will work to combat climate change by reducing greenhouse gas emissions attributable to animal agriculture, freeing up land to grow trees and other vegetation to capture atmospheric carbon on a large scale. This proposal’s alternative to policymaking involves engaging directly with consumers, farmers, and the food industry to replace carbon-intensive animal-based foods with better alternatives. Our objective is to eliminate 5 gigatons of greenhouse gas emissions per year worldwide by 2020 – as the world has tried but failed to do – so our project is called “5x20”.

2. Team, purpose, and team leadership (limit of 150 words) *The following information is required to capture a basic understanding of the structure, leadership, and capabilities of your team. Please explain how the problem and your proposed solution align with the primary purpose of your organization or collaboration of two or more organizations. If there is a loose or indirect alignment, please explain why you’ve decided to solve this problem.*

Policymaking measures to combat climate change have prioritized replacing fossil fuels with renewable energy infrastructure. To supplement such measures, Paul, Mary, and Stella McCartney launched the Meat Free Monday (MFM) campaign in 2009. Yet greenhouse gas (GHG) emissions and climate change have continued to accelerate.

MFM has served as an incubator for developing the 5x20 project – which will work to eliminate 5 gigatons of GHG emissions per year worldwide by 2020, prioritizing ways in which fewer livestock can reduce GHG emissions, and also free up land to enable the growth of trees and other vegetation to capture atmospheric carbon. 5x20 will engage with the food industry, farmers, and consumers to make the case why it is in their interests to replace carbon-intensive animal-based foods with better alternatives.

5x20 is led by prominent specialists in relevant fields, one of whom will serve as CEO, while others will serve as directors.

3. Team structure (limit of 200 words) *Please indicate in a narrative format how your team is organized. Explain how your team is managed on a day-to-day basis and by whom. Teams may consist of one or more organizations (refer to the Eligibility Guidelines in the Rules). However, if two or more team member organizations are named, each must offer a specific role to support the proposed solution. A team consisting of more than one organization must describe its structured collaboration with both legal and governing control over the implementation and/or expansion of the solution.*

MFM has served as a platform to plan the 5x20 project, with an advisory board of prominent specialists in relevant fields. Inspiration has been provided by Paul, Mary, and Stella McCartney, the founders of MFM, with support functions from MPL Communications Limited, also owned by Paul McCartney.

Founding team members are initially working from their existing home bases, mostly on a part-time volunteer basis. When more funding is available, volunteer founding team members may be offered the opportunity to become paid full-time staff, and short-term and extended-term consultants will be recruited as needed.

The advisory board is managed by Jeff Anhang, who is also responsible for research, analysis, and publications. One team member will oversee each of the main world regions: Katherine Manchester for Africa, Zhengfang Shi for Asia Pacific, Olivier de Schutter for Europe, and Mark Bittman for the Americas. Additionally, one team member will serve as director for each of the main programmatic areas: David Gibson for natural resources management, Arthur Karlin for food industry engagement, Corinna Basler for consumer engagement, and Bill Wicker for communications. Team members will be added to cover other programmatic areas, such as administration, and the proposed structure will evolve as required.

4. Problem statement (limit of 250 words) *Please provide a broad description of the specific problem that your team is committed to solving. Identify who or what is impacted by this problem. Offer an explanation of the current resources that are available to address the problem. Focus on why those resources are insufficient to support meaningful progress toward one or more aspects of a solution. Explain any previous attempts to solve the problem, if there were any, and/or why the problem persists within the current environment. Later, you will be asked to explain in detail your proposed solution; here, focus on defining the problem and setting the stage for your proposed solution.*

The Kyoto Protocol tried to stop climate change by eliminating 5 gigatons of GHG emissions per year from 1990-2012, mainly by replacing fossil fuels with renewable energy infrastructure. Instead, GHG emissions rose by 61% (<http://www.climatechangenews.com/carbon-dioxide-levels-now-61-higher-than-1990>). Climate change may no longer be reversible if emissions aren't cut significantly by 2020 (<https://ourworld.unu.edu/en/carbon-emissions-must-be-cut-significantly-by-2020-says-un-report>) or at the latest 2026 (<https://cleantechnica.com/1-decade-left-keep-global-warming-1-5c>).

Yet developing renewable energy infrastructure requires a long lead time, so what is needed could only be fully developed long after 2020, and is projected to cost \$53 trillion (<http://earthtechling.com/53-trillion-of-clean-energy-needed-to-meet-global-2c-target>).

A faster, more economical strategy begins with recognizing that livestock production accounts for substantial GHG emissions (<http://www.srfood.org/en/ending-hunger-the-rich-world-holds-the-keys>) and uses 45% of all land on earth (<https://www.ilri.org/node/6432>). So replacing livestock products with alternatives offers a unique dual opportunity to reduce GHG emissions while freeing up land to enable more trees and other vegetation to capture excess atmospheric carbon.

Some efforts already engage with consumers to replace livestock products with alternatives – but they haven't stopped consumption of livestock products from accelerating in emerging markets (just as anti-smoking campaigns haven't worked well in emerging markets). Yet climate change can be effectively addressed only internationally, as GHG emissions occur everywhere and their effects don't respect borders. Also, farmers must be engaged directly, as they cause agricultural GHG emissions – and they generally suffer more than anyone else from climate change – and their land is needed to grow more trees and other vegetation.

What is missing is an integrated approach to engage with consumers, farmers, and the food industry.

5. Solution (limit of 250 words) *Describe your proposed solution in general terms, using layman's language, and explain how it will make meaningful progress toward a solution to the problem you've identified. What will be the direct benefits (outcomes) of this proposed solution? Who are the direct beneficiaries? Explain how and for*

how long these benefits will be sustained once the solution has been implemented. Why have you chosen this particular solution, and what is the best argument for this approach, as compared to potential alternatives? Focus here on the broad goals that you seek to achieve. Describe any tactical or operational plans that you will employ in answering the next two questions.

The 5x20 project will implement an integrated approach to create necessary improvements in food, land, and lives. Recognizing that conditions vary from one location to another, yet climate change must be addressed internationally, 5x20 will undertake the following categories of action in every region of the world:

- 5x20 will engage with food industry leaders and consumers. In part, this will involve organizing an international benefit concert and awareness program, using the idea that nothing inspires people as does music. A precedent is the Live Aid concert program, which focused on drought and starvation in Ethiopia, raising over \$200 million in 1985, long before climate change became today's much bigger concern – yet in 2016, Ethiopia experienced its worst climate disruption since Live Aid. Farm Aid is another precedent, which has taken a longer-term approach. Our contemporary version will incorporate a long-term vision, and will account for the evolving nature of food, agriculture, forestry, and climate change.
- 5x20 will extend research and analysis on food, agriculture, forestry, and climate change to cover human behavior and successes as well as failures to date, and to provide an ongoing foundation of knowledge for engaging consumers and evaluating our progress. Operations-oriented research will be designed for engaging with food industry leaders.
- 5x20 will work to grow more trees and other vegetation. This is the only economical way to capture large volumes of excess atmospheric carbon, and it provides alternate livelihoods for livestock-keepers, especially necessary where climate change is making livestock-raising no longer viable.

6. Tactics and technology (limit of 200 words) *You have explained generally WHAT your team is offering; now, offer specific details of your proposed solution, describing your technical approach and/or related technology. Explain exactly HOW you will implement the proposed solution and the circumstances under which you will you achieve optimal results. If your plan or proposed solution involves the creation or use of any technology or other products, ideas, or processes on which copyright will be asserted or patents claimed, or if your proposed solution relies on existing specific technology, products, ideas, or processes on which there are existing claims of copyright or patent rights, please review the Intellectual Property Policy, which describes the treatment of Grant Work Product (as defined therein) funded by the MacArthur Foundation.*

5x20 will use these tactics and technology:

- A global star-studded benefit concert and awareness program will engage millions of people across the world.
- Consumer engagement will use online contests and mobile sites to provide food samples and other hands-on engagement.
- 5x20 conferences will convene key parties, and presentations will be developed for other conferences and for individual food industry leaders.
- Research and analysis will use existing platforms, portals and apps wherever possible, and new ones will be created if needed.

- Trees and other vegetation will be grown – and livelihoods improved – in at least 10 priority countries, employing one international specialist per country who will:
 - ❖ recruit a team of local specialists and non-specialists;
 - ❖ use the best available mapping tools to identify overgrazed land where public policies favor restoration;
 - ❖ provide incentives to local community members such as seedlings, and technical assistance regarding growing and protecting new trees and other vegetation to ensure that carbon stays stored;
 - ❖ apply global standards and smartphone technology to monitor progress; and
 - ❖ prioritize assistance for poor livestock-keepers to help develop new livelihoods based on horticulture where climate change makes livestock-keeping no longer viable.

7. Timeline and key milestones (limit of 250 words) *In chronological order, identify key milestones in the implementation process and the timing of when they will be reached. Your proposed solution must be implemented over a period of between three and six years.*

2017: Prepare the organization, team, research and analysis, so the 5x20 project is ready to achieve impact when funding is secured.

2018: Launch very powerful and hard-hitting engagement with the food and agriculture industries and with consumers globally. Key milestones are:

- production of a global star-studded benefit concert and awareness program to reach millions of people, supported by mobile sites, contests, online engagement activities, celebrity events, etc. to have a dramatic impact on the behavior of producers and consumers; and
- hosting at least one 5x20 conference and multiple presentations at other conferences.

2019: Follow up on the 2018 engagement with producers and consumers, and launch work to grow more trees and other vegetation and improve livelihoods. The key milestone is:

- a significant worldwide replacement of carbon-intensive animal-based foods with better alternatives, allowing for growing more trees, etc.

2020: Coordinate not only between our own efforts but also with others who work on food, agriculture, forestry, and climate change. Key milestones are:

- 20 million trees planted;
- significant measurements of livelihoods no longer dependent on animal products in more than one continent; and
- 5 gigatons of GHG emissions eliminated in 2020.

8. Evidence of effectiveness (limit of 250 words) *Present the results of any external evaluations that your proposed solution has undergone. Reference any literature or scientific consensus to verify that any actions you describe will lead to the outcomes that you predict. Explain the results of any pilot project or cases studies that have been completed using your proposed solution, if applicable.*

Evidence of effectiveness in consumer engagement to reduce GHG emissions can be seen in 100,000+ likes on MFM's Facebook page, 44,000+ followers on MFM's Twitter account, 32,000+ subscriptions to MFM's monthly newsletter, and the sale of 135,000+ copies of the *The Meat Free Monday Cookbook*.

A 2009 presentation by two founding members of the 5x20 project, Paul McCartney and Olivier de Schutter, was cited in 2016 as having “kicked off a conversation in the EU about meat, climate and sustainable diets that is still going on today... [a] moment of authenticity... influential in opening hearts and minds in the power capital of Europe, to a difficult but important issue”

(http://www.theecologist.org/campaigning/2987728/the_monsanto_years_neil_young_rocking_for_a_greener_world.html).

Evidence of effectiveness in other aspects of the 5x20 project can be seen in results from another team member, Jeff Anhang, who has worked with World Bank Group colleagues on reducing GHG emissions. Citations of their work by many prominent sources including the UN, Government of China, *The New York Times*, and Bill Gates can be found (<http://www.chompingclimatechange.org/publications/articles>). “Livestock and Climate Change” by Jeff Anhang and Robert Goodland has more than 360 scholarly references (http://scholar.google.com/scholar?q=goodland+anhang+livestock+climate&btnG=&hl=en&as_sdt=0%2C9) – and it has been cited by UNESCO as having uniquely explained “what may be a large-scale paradigm shift in the approaches to mitigating climate change” (<http://www.unescobkk.org/rushsap/ethics-and-climate-change/energyethics/eetwg13/>). That article has also been cited as the basis for the establishment of Beyond Meat, a new sustainable food company (<http://www.outsideonline.com/1928211/top-secret-food-will-change-way-you-eat>).

See more evidence of effectiveness in sections 14 and 15 below.

9. Risk assessment (limit of 200 words) *Please describe the principal risks or threats to the short- and long-term success of the proposed solution and your plans to address them. Include a consideration of whether your solution might trigger a response from policymakers and/or any public officials that might pose a risk. Persuade the judges that your team understands any specific operational or tactical hurdles.*

Livestock products account for 7.1 gigatons of GHG emissions per year according to analysis by a partnership of global livestock industry associations and the Food and Agriculture Organization (FAO), a UN specialized agency. That analysis prescribes ways to raise livestock that could sequester more carbon in soil and trees – but it doesn’t count such carbon to provide a baseline enabling progress to be evaluated. Such a baseline is provided in analysis by environmental specialists employed by another UN specialized agency, the World Bank Group, concluding that livestock products account for at least 33 gigatons of GHG emissions per year when soil carbon emissions and forgone carbon capture in trees due to livestock are counted.

According to the livestock industry and its allies, 70% more livestock should be expected by 2050 – and while they prescribe ways for livestock to be more sustainable, even their most optimistic scenario would yield an increase in livestock emissions from 7.1 gigatons to 8.5 gigatons per year

(<http://climate.org/archive/publications/Climate%20Alerts/2014-january/happier-meals.html>).

5x20 will keep at arms-length any interests that might risk making 5x20 appear biased, as has happened between global livestock industry association and the FAO in their partnership to assess and make recommendations regarding livestock emissions (<https://www.ilri.org/node/51202>).

10. Evaluation (limit of 200 words) *If you are selected as a Semi-Finalist, you will be asked to submit a monitoring, evaluation, and learning plan. For an example, please review the Guidance for Monitoring, Evaluation, and Learning. For now, briefly describe how you plan to evaluate that your solution will have worked. How will you demonstrate what is working, why, under what conditions, and for whom?*

We plan to evaluate our success in the following ways:

- 5x20 will use quantitative and qualitative measures to see whether leveraging, scaling, and accelerating of actions consistent with 5x20 have occurred in order to eliminate 5 gigatons of GHG emissions per year by 2020. We will use a Logical Framework Approach to the extent possible (https://en.wikipedia.org/wiki/Logical_framework_approach).
- 5x20 will use existing mechanisms for counting GHG emissions to the extent possible. Yet GHG emissions occur in so many places worldwide that it will never be economic actually to measure those emissions. Indeed, this problem occurs in virtually every industry, so proxies and estimates of GHG emissions rather than measurements are universally accepted.
- As indicated above, assessment by World Bank Group environmental specialists has provided a baseline against which our progress can be evaluated. Our ongoing research and analysis will build upon that baseline. 5x20 will also count the number of trees that it causes to be planted, and the amount of carbon-intensive animal-based foods replaced with better alternatives.

11. Previous performance (limit of 250 words) *Now that you have established the potential effectiveness of your proposed solution, please explain how your team is uniquely positioned to deliver results based on your track record. On what basis of your team's experience and previous performance should any claims be warranted? Judges are looking for indicators that you have the capacity for executing your plan. Emphasize your knowledge of the core disciplines, practices, and technology required to succeed.*

The MFM campaign has 7 years of experience in successfully raising awareness of the link between livestock production and climate change (<http://www.meatfreemondays.com/mfm-survey-shows-meat-free-message-is-continuing-to-connect>).

Founding members of 5x20 are leading specialists proficient in the required disciplines, practices, and technology of international development, communications, environmental assessment and activism, GHG accounting, land use, improving livelihoods, and music:

- Paul McCartney, 50+ years of experience in inspiring people through music and environmental activism.
- Mary and Stella McCartney, 20+ years of experience in engaging with consumers regarding food choices.
- Jeff Anhang, 20+ years of experience in international environmental assessment and GHG accounting.
- Suzanne Barnard, 5 years managing the MFM campaign; 8 years engaging with consumers regarding food choices.
- Corinna Basler, President of Green Festivals, organized in major cities across the U.S.A.
- Mark Bittman, author who has written about food and climate change in bestselling books and for *The New York Times*.
- David Gibson, 40+ years of experience in analyzing land use.
- Arthur Karlin, longtime chief strategy officer at the World Bank Group.
- Katherine Manchester, 10 years of experience in international development.

- Olivier de Schutter, 25+ years of experience in international development; has produced UN reports dealing with food and climate change.
- Zhengfang Shi, 15+ years of experience in environmental assessment and evaluation at the World Bank Group; has analyzed food and climate change in China.
- Bill Wicker, 40+ years of experience in communications and environmental issues at high levels of the U.S. government and the energy sector.

12. Organizational capacity (limit of 200 words) *Please describe your organization's current capacity to undertake the proposed solution. What are the gaps in knowledge or expertise, if any, that you need to address? Do you anticipate changes in personnel, facilities, or organization? What are the strategic relationships, if any, required to bring about the intended results? Explain any infrastructure, systems, or previously measured successes that have been put into place and/or tested to illustrate that you have the capacity to meet your standards of measured results. Your previous performance is a theme that may be represented in other responses. Here, focus on your team's capacity to repeat, measure, and/or scale any claims made as Evidence of Effectiveness.*

The longstanding lack of success in climate policymaking can be explained by its failure to incorporate a business case for change. 5x20 will have a differential advantage because there is a business case for replacing livestock products with alternatives. This business case prioritizes replacing obsolete products with better alternatives, building on the new sharing economy, and maximizing efficiency in resource usage (<http://www.worldwatch.org/files/pdf/Livestock%20and%20Climate%20Change>).

MFM and MPL Communications, which have served as a platform for developing the 5x20 project, do not have the capacity to undertake the proposed solution. Therefore, a new organization will be developed to implement 5x20. It will benefit from the experience of 5x20's founding team members, some of whom have senior management experience in leading organizations such as the World Bank Group, while others have successful backgrounds in quickly scaling up startup organizations.

13. Budget narrative (limit of 250 words) *We are asking you to offer a narrative description of your proposed budget, explaining all of your team's resource requirements. Later, you will be provided a specific format for indicating projected costs. Take time to consider all three of the next sections, so that they can read coherently as one interrelated explanation.*

From the \$100 million award, the 5x20 project's expenditures will be budgeted for 3 years as follows:

- \$48 million for food industry and consumer engagement (about \$16 million per year in each of 2018, 2019, and 2020). Of this \$48 million, \$10 million will be used for organizing an international benefit concert program, which will include components of food industry and consumer engagement. Funding for the most similar precedent – i.e., Live Aid in 1985 – was available from the proceeds from sales of charitable music recordings; but because of a dramatic drop in worldwide sales of music recordings since 1985, it is not possible to raise funds for our contemporary benefit concert program through sales of charitable music recordings. Our benefit concert program will be designed to create a sustainable source of funding beyond that provided by the MacArthur Foundation for years 2021 and beyond, as further described in Section 14 below.
- \$15 million for research, analysis, and publications (about \$6 million in 2018, \$5 million in 2019, and \$4 million in 2020).

- \$23 million for tree-planting and assistance to develop new livelihoods for poor livestock-keepers (\$8 million in 2019 and \$15 million in 2020).
- \$14 million for administration (about \$4 million in 2018 and \$5 million per year in each of 2019 and 2020).

14. Total resource requirements and sustainability (limit of 200 words) *What is the total cost to implement the solution within the specified duration revealed in your timeline and key milestones? This includes capital expenditures; operational expenditures; and monitoring, evaluation, and learning expenditures. In MacArthur's experience, monitoring, learning, and evaluation costs will run 5-15% of the total projected costs. Please review the Indirect Cost Policy. If you are selected as a Semi-Finalist, you will be asked to provide a detailed budget. For now, please complete the following table... If the total projected cost exceeds \$100,000,000, explain how you plan to secure the balance of any necessary funds. Once your solution has been implemented, what will be the cost, if any, to sustain the benefits over time? Identify the source of funding for those costs.*

While the \$100 million award is expected to be spent from 2017-2020 on efforts to slow or reverse climate change, it is expected that averting climate change will require ongoing efforts past 2020. Therefore, as described above, the 5x20 project will work to create sustainable sources of funding beyond the funding provided by the MacArthur Foundation.

Notably, the original Live Aid raised more than \$200 million by focusing mainly on drought and starvation in Ethiopia in 1985, long before climate change became today's much bigger concern. Such evidence of effectiveness in inspiring people through music suggests that a contemporary international concert benefit program focused on food and climate change could raise much more than \$200 million. Whatever the level of proceeds from the 5x20 benefit concert and awareness program, those proceeds will be used to fund the project's ongoing efforts past 2020.

15. Other considerations (limit of 200 words) *The implementation of your solution may require other resources or partnerships, and you are welcome to explain them here. You can offer any contingency planning, based on specific issues raised in other sections of your proposal. This is your opportunity to describe (more completely) outstanding issues that you could not explain in any other sections.*

Following is more evidence of effectiveness:

- Evidence that growing trees and other vegetation on land that would otherwise generate livestock emissions can capture atmospheric carbon: IFC has reported that 5x20 team member David Gibson has helped a company undertake tree-planting that has eliminated 730,000 tons of atmospheric carbon dioxide equivalents, and avoided 200,000 tons of methane emissions that would otherwise have been caused by livestock (<http://www.ifc.org/wps/wcm/connect/808668804a9887aeb6a7f69e0dc67fc6/Green+Case+Study.Botnia.pdf?MOD=AJPERES>).
- Evidence that poor livestock-keepers can be helped to develop new livelihoods: Thomson-Reuters has reported on success in helping cattle herders find "a new way to make a living – farming aloe... as... droughts brought on by climate change are making their centuries-old way of life hard to sustain" (<http://news.trust.org/item/20101213115600-us7a5>).
- Evidence that research and analysis on food and climate change is important: Bill Gates has written about new companies "creating plant-based alternatives to meat... great news for people concerned about health problems... important too... with livestock estimated to produce nearly 51% of the world's

greenhouse gases”, providing a link to analysis by Jeff Anhang, 5x20 project team member, (<http://mashable.com/2013/03/21/bill-gates-future-of-food>). Also, Ethan Brown has explained that his company campaigns to reduce animal protein consumption by 25% by 2020, citing analysis by 5x20 team member Jeff Anhang (<http://www.youtube.com/watch?v=PM2J4Ze6mIs&t=27m30s>).

16. Video Pitch [To be added]

MacArthur Foundation policies

Can you achieve your objectives consistent with the MacArthur Foundation’s policies and applicable law governing the MacArthur Foundation? The following sections of the application are for internal review and will not be made available to the Judges. Your responses to these questions may be reviewed in order to determine if your organization qualifies, based on whether you can satisfy the policies and standards of the MacArthur Foundation and the law applicable to it.

17. Charitable purpose (200 words)

What is the charitable purpose of your solution? Describe how the public or a subset, which is a charitable class, will benefit from your solution. A charitable class must generally be an indefinite number of individuals who are the subject of the charitable purpose and not a limited number of specified individuals. For example, the class can be needy persons within a disadvantaged community but not a specified person in the community, even if the person is disadvantaged. There can be a comparatively small number of individuals, if the individuals are not identified and the class is open ended.

The 5x20 project is designed to combat climate change, which has adverse effects on every region of the world – so the project’s benefits should generally be universal. However, climate change tends to affect poor regions the most, and 5x20 incorporates extra measures to benefit poor livestock-keepers. Accordingly, the project promises to deliver incremental benefits to disadvantaged communities. Also, the project’s international benefit concert and awareness program will be designed to appeal especially to youth, so they can be expected to enjoy additional benefits.

18. Private benefit (200 words)

Will private interests (such as shareholders, for-profit companies, contractors, consultants, or other individuals) benefit more than incidentally from the solution as compared to the public or charitable benefit? If your solution will trigger any private benefit to one or more individuals, provide an explanation of how the public benefit cannot be achieved without necessarily benefiting those individuals and to what degree any private benefit compares to public benefit. You may refer to our Private Benefit Policy for clarification.

Meat Free Monday Limited is a limited liability trading company operated on a not-for-profit basis. It is owned by Sir Paul McCartney and funded by his charitable foundation The Meat Free Monday Foundation which is itself administered by the Charities Aid Foundation (CAF).

Paul, Mary and Stella McCartney own a vegetarian food brand called Linda McCartney Foods which has been operating in the UK for 25 years. Linda McCartney Foods is not connected with Meat Free Monday, which is run on a not-for-profit basis. Meat Free Monday does not highlight Linda McCartney Foods more than any other vegetarian or vegan food brand.

19. Lobbying activities (150 words)

Does your proposed solution involve any efforts to effect policy changes through changes in existing legislation, or the enactment of new legislation, and require lobbying activities with respect to a specific legislative proposal? No

20. Human subjects research (200 words)

Does your proposed solution require any research that would involve human subjects? No

21. Team story (150 words)

Lastly, we want to understand your motives for participating in this Competition. Tell us how your team came to work on this problem and arrived at this solution.

The MFM campaign has been working for seven years to help raise awareness of the link between livestock production and climate change, functioning with a small team and limited budget. The initial inspiration for MFM came from analysis of livestock production and climate change first from the FAO and then from the World Bank Group – both UN specialized agencies – so the scope of MFM’s work has always been international. Several World Bank Group staff then started to work with MFM’s principals when the launch of 100&Change appeared to offer a unique opportunity to use MFM as an incubator for developing the 5x20 project. Those core 5x20 project team members reached out to prominent specialists in their professional networks, and the expanded team worked together to develop this proposal.

Additional information to be provided

If your organization or collaboration is named as a Semifinalist, you will be required to provide additional information during the next stage of the Competition (please refer to the Rules and the Timeline), including but not limited to:

- *Tax Determination Letter, if applicable*
- *Articles of Incorporation, Charter, or similar documentation*
- *An organizational chart showing the roles and responsibilities of the key persons associated with the project*
- *Biographies of project’s key staff, detailing their relevant experience to the proposed project*
- *Monitoring, Evaluation, and Learning Plan for the proposed solution (refer to the Guidance for Monitoring, Evaluation, and Learning)*
- *Existing policies, if any, addressing conflicts of interest, whistleblower, internal controls, anti-money laundering, intellectual property, human subjects research, code of conduct, ethics, gifts, and any similar policies governing the organization*
- *If you are not a public charity, a statement that any MacArthur Foundation grant funds will not be used for lobbying purposes, or if you are a public charity under the Internal Revenue Code, a lobbying budget in which you specify the amount of lobbying expenses and non-lobbying expenses*

Biographies of project’s key staff:

Jeff Anhang has undertaken GHG accounting, research, analysis, and writing on livestock and climate change since 2005. Since 2000, he has served as an environmental specialist at the International Finance Corporation in Washington, D.C., part of the World Bank Group, where he has advised companies financed by IFC on managing environmental and social issues. He has provided inputs for establishing an IFC system for environmental and social management consistent with international standards.

Suzanne Barnard, has served as the Meat Free Monday campaign manager since 2011. Before that, she served as director of the Jewish Vegetarian Society (UK) and education manager for People for the Ethical Treatment of Animals (UK).

Corinna Basler has served as president of Green Festivals, Inc., a Brand of Messe Stuttgart, Inc. since 2014. Before that, she was vice-president of Messe Stuttgart, and a consultant on international development and strategy for the Maybach Foundation from 2006 to 2008.

Mark Bittman is a widely read food writer. He is well-known as a former columnist for The New York Times, where he wrote about policy, agriculture, health and the environment, while sharing his simple, practical recipes for the regular American home chef. He is also the best-selling author of dozens of books, including

How to Cook Everything, How to Cook Everything Fast, VB6: Eat Vegan Before 6, and Food Matters, which critiques the environmental impacts of food production.

David Gibson is a senior environmental and social risk management specialist at the International Finance Corporation in Washington, D.C., part of the World Bank Group, where he has worked since 2007. From 1995 to 2007, he was practice director for global environmental services at Chemonics International. From 1994 to 1995, he was director for Responsible Travel Markets at USAfrica Airways, Inc. From 1977 to 1994, he worked in Kenya, Rwanda, Senegal, and Ivory Coast on forestry and natural resources in management positions at the U.S. Agency for International Development, CARE/Rwanda, and the Peace Corps-Smithsonian Environmental Program.

Arthur Karlin is a consultant in the Thought Leadership Unit at the International Finance Corporation in Washington, D.C., part of the World Bank Group, where from 1992 to 2015 he served as chief strategy officer. From 1979 to 1992, he worked as a senior associate at Booz Allen Hamilton.

Katherine Manchester is a consultant working for two environmental partnerships at the World Bank in Kenya. She previously served as a senior fellow at Groundswell.org, researching and writing articles on responsible consumerism, and worked as program office at the Mvule Trust in Uganda from 2007 to 2010.

Olivier de Schutter is a law professor at l'université catholique de Louvain. He served as UN special rapporteur on the right to food from 2008 to 2014, promoting a shift to sustainable food systems in all regions of the world. He served as general secretary of the International Federation for Human Rights from 2004 to 2008.

Zhengfang Shi is a senior environmental and social development specialist at the International Finance Corporation in Washington, D.C., part of the World Bank Group, where he works to promote sustainable finance. Previously, he worked at the World Bank on capacity development and evaluation. He sits on the board of the Board of the Professional Association for China's Environment, a large global network of professionals who are committed to improving the quality of life of people and the environment in China.

Bill Wicker is a senior advisor at the U.S. Department of Energy. Previously, he served as communications director for the U.S. Senate energy committee and special assistant and press secretary to the deputy secretary. Appointed by President Clinton in 1994, he has served three Energy Secretaries. From 1977 to 1994, he worked on communications for Shell Oil Company and Phillips Petroleum Company in Texas, Oklahoma and California.