# HB farms and PDKA hub\* Insights from a BWL learning journey to the Netherlands

*Trip:* 12<sup>th</sup>-15<sup>th</sup> April 2024

Shared at: Learning journey post-trip online event 29th April 24

Follow on from: What Would You Do With Land? Gathering Jan 24

Part of BWL Concept: New farms, farmers, farming, at event Sept 23

Follow up from: Weaving the Bioregion event Dec 22

\* HB: Herenboeren

\* DPKA: Plaats den Kleine Aarde

\*BWL: Bioregional Weaving Lab



### What was the quest? Why did we travel?

Ireland is emerging as the country furthest from the 'safe and just space' (environmental ceiling and social foundations) in the EU?

#### Challenging changes in Irish agri-food early 2024

(input from meeting of local farmers and bioregional stakeholders April 2024)

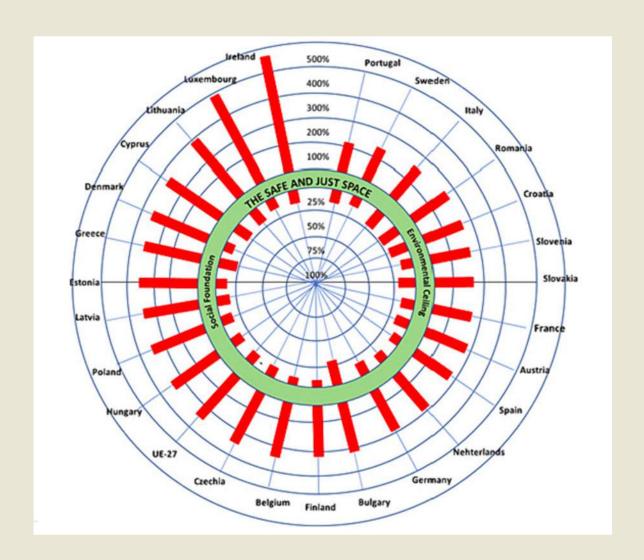
- Weather: rain, food security, price hikes
- Land purchases by stud sector and intense business-dairy
- Vegetable prices going to soar
- Awareness of social isolation for farmers
- New Green Deal and EU policy capitulating
- General population do not include these issues in their priorities
- Changes are happening under the radar e.g. herd dispersals
- Solar panels
- Protectionism and fear entering the dialogue
- General feeling of despondency and gloom around agri-food sector
- Less resilience in a system always subject to swings and roundabouts

#### **Opportunities:**

- Awareness of catchments and landscapes and bioregions
- Backlash on land sales: refusing to sell

#### What action can we actually do in the face of all this?

Where can we get inspiration and learnings from so that we do not need to re-invent the whole wheel when addressing this? This travel aimed to addressed a small part of that.



Why us?

The Bioregional Weaving Lab (BWL) in Ireland is part of a European collective positioned to look at large-scale, holistic landscape scales

of positive change. We are supported by two global 'backbone organisations' and their empirically based knowledge and frameworks for nature and society.

#### Our vision:

Healthy and thriving ecosystems, working with landscapes, systems, nature-based solutions, community-led initiatives and collective impact for the common good.

#### Our goal in Europe:

Restore, protect or regenerate: 1 million Ha

Mobilise: 1 million changemakers

Use: 4 Returns

And guided by: Our SE Ireland Manifesto



Altiplano Estepario, Spair

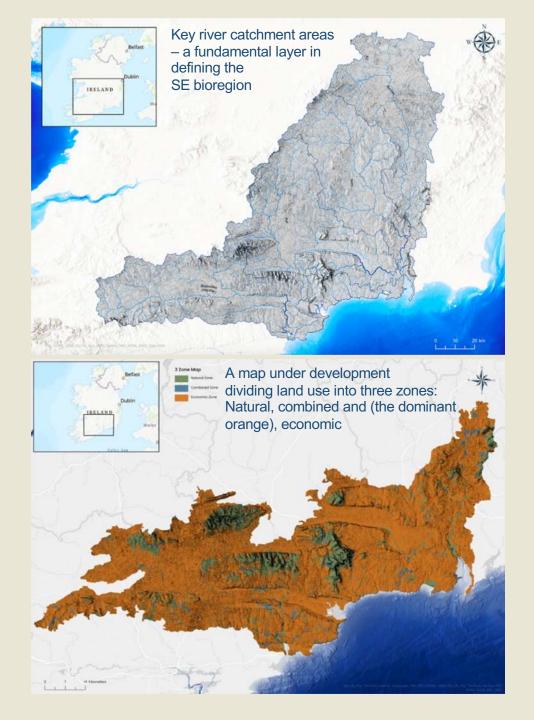
### Our work in Ireland

The Bioregional Weaving Lab in Ireland works in an area referred to as the southeast bioregion – defined by natural features such as river catchments and soil type, combined with marine and layered through culture, heritage and belonging.

We have recently formed a national alliance for anyone in Ireland wanting to work with a bioregional approach, use weaving techniques (weaving of social-ecological change) and/or look for innovative approaches that can deliver returns for nature, society, the economy and inspiration (the 4 Return framework of Commonland).







### How do we work?

BWL works with multi-stakeholder processes for collective action. We share knowledge, hold workshops, meetings, undertake deep dives and learning journeys to increase our capacity to make the transition to more regenerative and healthy futures. Our aim is to build a supportive platform for social and other kinds of innovations and mobilise changemakers for community-led positive change. The landscape and nature/cultural defined area of the bioregion gives an ideal container for trying new approaches in an integrated way.

### **Trust and togetherness**



### **Systemic innovation tools**



### Portfolio of concepts for change and investment

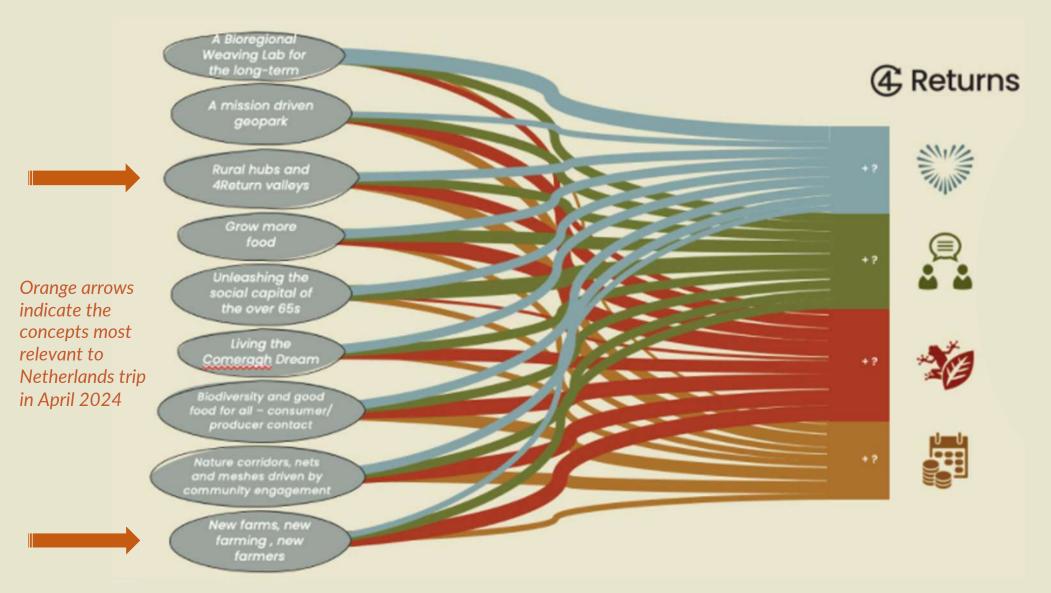
### Portfolio of concepts

- 1. A mission driven geopark
- Rural hubs and 4R valleys
- Older people as changemakers
- 4. New farms, new farming, new farmers
- Good food for all consumer/producer contact
- Weaving as a platform for change
- 7. Community-led land use management
- 3. Local communities for collective eco-impact
- Rivers and seas: for and by communities



### We are building a portfolio of entangled 4 Return Concepts

And looking for investment in all of these, and the support platform to link them.



### The road to the Netherlands trip...

### 1: Event. Weaving the Bioregion. Dec 2022

Theme: Connecting food to consumers through co-owned farms in the Netherlands

#### Geert van der Veer

Herenboerer

#### Background

Geert van der Veer is a pioneer in the regenerative food and agriculture space in the Netherlands. He is co-founder of community owned farm <u>Herenboeren</u>, a model now replicating across the country, and the principles are replicating across the world. He was once a more conventional farmer and started his own regenerative journey in 2012.

#### Summary of talk

- How to address modern farm challenges such as soil, climate, biodiversity? but also importantly: Can we earn decent income if we are also to contribute to solving other things? And is there a concept where society really connects to food
- Model: 200 families lease a farm, becoming co-owners, and they employ a farmer who fully operates it. The farmer
  produces the food the community wants to eat. They know where their food comes from and how it is produced. They help
  out sometimes on the farm (average 40). By doing so they are also contributing to a new food system in the Netherlands.
- The families pay 2000 Euros per person, multiplied by 200 is 400K Euros to lease the land. 20 hectare farm. Mixed use: vegetables, cows, eggs, fodder, fruit – through a mix of permaculture and regenerative farming methods.
- Famer is paid a salary. So the entrepreneurs is no longer the famer, but the co-owners. Once a year the cooperative take
  the big decisions, day to day decisions are made by the farmer.
- Herenboeren supports the communities, they do not buy or organise the farm. Key task now, instead of pushing products in the market, is to find people who want to start farms. In 2022 – 22 farms up and running. 35 in the pipeline. 12,000 households, 25,000 people eating from the farm concept.
- Big enough numbers now to be seen by Ministry of Ag. Need them because we were creating small scale farm concept and these were not seen in Netherlands any more – all legislation created to service big farms for global market. Also since were a mixed farm, no laws. So was almost impossible to be a legal farm concept in beginning – eg. pigs were not allowed outside. So they had to get legislation for small scale farmers working sustainable ways.
- Promise we made to society was: let us build our farms and we think we can build a better world. Being connected with
  your food is a Troigh horse it opens more conversations about everything. So we have to connect everyone with their
  food production. Not necessarily as close as through the farms, but somehow. Society will be more beautiful.
- Troidos Bank now funding to see if we can reach our goal of 350 farms in the Netherlands.
- It is very difficult many failures along the way!



Link to Geert's talk https://youtu.be/RqfFgl4cB14 (hop over the minute around 2.45 with tech)

Herenboeren model in English:

Podcast and interview about Investing in Regenerative Agriculture and Food https://investinginregenerativesegriculture.com/2/

- 2: Dialogue. What learning and education opportunities are there for different aspects of 4 Returns, and role of rural hubs? 2023-24
- 3: Workshop. What would you do with land? Jan 2024



3: Visit. Herenboeren and Plaats Den Kleine Aarde - Community-share farms and residential learning/doing hub. *April 2024* 



4. Next Action: 'Our Farms' in Ireland

### Insights from the trip



### Netherlands 'learning journey' to HB Farms and PDKA hub



**Participants:** John Carney (retired organic farmer), Helen Kavanagh (Dunhill Multi-Educational Centre Manager), John Murphy (Farmer and CAP-Network), Shane Norris (dairy farmer and SETU Masters student), Richard Murphy (organic tillage farmer), Sarah Prosser (Weaver BWL), Donal Tully (landowner) and Noreen Bryne (UCC Coop and Agri-food Masters). Pieter Ploeg (Commonland) was not in picture.

### The learning journey elements

**Geert van der Veer**, founder of HB, PDKA and other innovative initiatives in Netherlands such as Aardpeer, was present with the Irish group for two full days for ongoing discussion and two longer presentations looking at need to put soil in centre, re-establishing contact with nature through food production, an alternative to sugar-marketing by supermarkets etc. Key questions driving Geert are:

- What if all the people in Netherlands somehow own their own farm??
- What is the benefit for me? Cheap organic food. And now community.

#### **Day 1:**

#### **Farm visits**

Meetings with farmers, farm board members and HB Foundation staff.

- 1. Op 't Lies Herenboeren Farm
- 2. Goedentijd Herenboeren Farm

#### **Day 2:**

#### **Guided tour**

Guided tour of Plaats den Kleine Aarde learning centre, residential facilities and grounds.

#### Workshop

What would it take to transfer learnings from this model to the SE bioregion in Ireland? And then go from inspiration to action+

See <a href="https://farmingcommunities.nl/">https://farmingcommunities.nl/</a> for more background information



## The socio-eco drivers behind why HB farms were formed:

From Geert van der Veer presentation to the group:

### In the Netherlands:

- Farmers are paid little, work hard, no insurance
- Average age of farmers is 55
- Over 50% have no successor
- The majority of people are disconnected from food producers
- Soil is not the centre-stage in food system, it should be.
- It costs €3 million to get established as a farmer, average salary €31,000 pa.
- Expectations of famers: reduce CO2, increase biodiversity, lower emissions, restore landscapes... AND produce cheap food.

This resonates with the situation in Ireland.



### **HB** model

### **HB** farms and **HB** foundation

- 21 farms established since 2016
- 35 new ones in pipeline in 2024
- 22 staff employed at umbrella org (HB Foundation)
- 42 farmers employed (also by the foundation)
- 9 trainees
- Lots of research associated

### **HB** community

- Each farm: 200 households, 500 people per farm
- 8500 people eating from the farm each day
- 350 Ha land in transition towards farming with nature/regen/4 Return type of farming
- Invested €8.5million



### **How HB works**

Put soil at centre, then:

- Get a long-term lease on land (minimum 12 years)
- 20 hectares typical size (bigger and smaller may work in special circumstances)
- 200 households (500 people) co-own each farm
- 1-2 employed farmers
- Produce according to people's needs not desires (e.g. plants and meat rather than only apples).
- 2000 Euro entry investment per household, 1000 Euro for single household
- Annual fee for food paid weekly per person
- Annual general meetings: one (Nov) to decide what to grow and do on each farm, and one (March) to look back and report.
- Some volunteering is required, but not everyone
- Consumers live generally within 15km of farm
- The farm should ideally be within 15km of a population centre of 50,000 people
- Farmers need agriculture and communication skills

So core to the model is that the farm is always financed in front and should never get into financial trouble – it can deliver the business plan for the year. The farms do not borrow money, so there is no interest on loans.



### The seven key principles of HB farms

#### Summary of seven key principles (see next slide for detailed notes)

- 1. Every farm is a co-operative
- 2. The farm produces food to meet the needs of the members
- 3. The annual fee from the members is used for everything, not just food each week each person (not household) contributes €12 to € 15, with meat consumers paying more.
- 4. Farmer labour for each farm is paid for as an annual salary (1.6 1.8 full time professional famers). Volunteers are supplement.
- 5. No produce is sold in the open market
- 6. Farming is nature-driven aiming for a fully circular system with no inputs.
- 7. Each farm is part of a learning community.

Everyone involved is trained on answering the three pillars and seven principles.



### The seven key principles of HB farms - detail

#### Notes taken from Geert's presentation.

- 1. Every farm is a cooperative and strives through this to be as democratic as possible. Members get together at annual gathering. They are the decision-making unit.
- 2. The farm will produce the needs of the members and is demand driven. There is a difference between needs and choices. A human body needs diverse nutrition. So the farms never only produce one thing i.e. never dairy only or veg only. Will always be mixed and diverse, meeting the needs of the members. These are diverse farms.
- 3. All the money has to come from the members: there are no subsidies at individual farm level. This represents a pure transition from soil and members. The monthly fee covers all annual costs. There is no funding from Brussels 'we can apply but we do not'. Occasional funds arise that are a one-time subsidy, but the farms do not depend on them. If dependency arises, it is problem to stop it. You don't pay any more to get food. You don't pay for the food you receive, i.e. no for three potatoes and four apples etc you pay a fixed monthly fee to cover food, social, community, farmers etc. They are not able to calculate the cost price of an apple. The weekly fee of 11-16 Euros per mouth, makes roughly 500 Euro per person per year for community, social, food etc. You are your own entrepreneur in the food system. If you can't pay start-up fee, it fails, they tried subsidising for some people, but there was not enough space in their minds to connect to community and did not connect to it at all.
- 4. The amount of labour on these farms is going to be large. Can we run it with volunteers? Yes, but not without a farmer paid, or two. If it rains volunteers will not come. Average is 1.6-1.8 FTE of farmer on every farm. Also to make it professional. Not a hobby. More volunteers means more veg, e.g. more weeding for carrots. Volunteers are trained in specific tasks over time.

### The seven key principles of HB farms - detail

#### Notes taken from Geert's presentation continued:

- 5. There will be no selling of product in open market. As a coop you are a decision-making unit. What if your soil is good at apples, and you sell them then incentive is to make money and you skip the rest and loose the rest of the diversity. Try to exchange your excess apples be creative, but do not sell. You can donate. Food bank come for leftovers.
- 6. We are going to be nature-driven. There is a lower level you cannot pass. Organic farmers guidelines are under-layers, and we want to do it without inputs, be fully circular, nutrients, water, energy. But that is a moonshot no one knows how to get there yet. It is a collective learning journey. Happy to get to organic level. Then discussions with farmers to get to zero inputs what steps can you take? Different for every farm.
- 7. Learning community you are part of one. All board members, members, staff, farmers etc. All organised in different thematic circles across farms: Chair people, distributors, farmers. These are learning circles meeting every month on local level, every quarter as a national organisation. Also have a knowledge bank. All work on MS Teams can have free accounts. 300 users per farm and 300 on national level for free. Create a fact sheet when new knowledge emerges. Share on Sharepoint for everyone in whole community.

#### **Conclusion:**

All HB farms are a bit similar because of these seven principles.

And from that, optimising for all needs, the amount of land needed came out as 20 hectares per farm – in the Netherlands.

#### Note:

These guidelines were always there since the model started in 2016.

The pillars came later as moved to more value-driven organisation.

### The three key pillars of HB farms

#### 1. Nature-driven

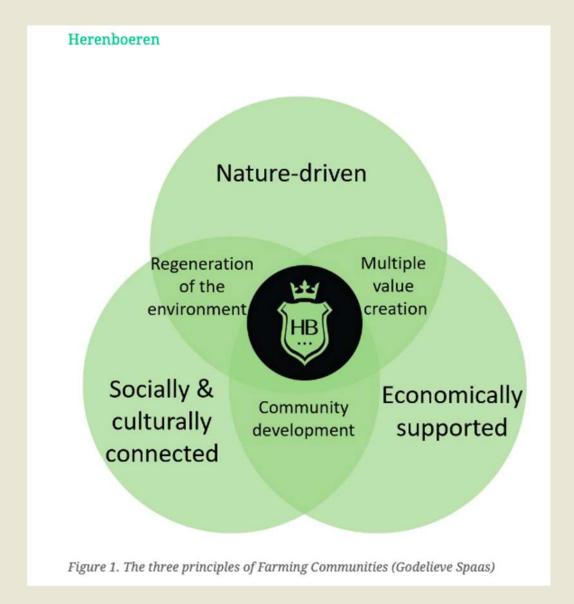
As close to organic, regen, farming with nature as possible e.g. compost prepared in the autumn for use in the spring,

#### 2. Socially and culturally connected

Open to all ages and abilities and inclusive Acknowledging there is a challenge on cost of entry

### 3. Economically supported by the community

Not subsidised by government Community investment in farms and the food system



Summary (next slide for details)

#### **Finance**

- Capital contribution is to establish the farm when it starts
  - 2000/1000 Euros is an investment in co-owning a farm
  - Used to fund setting up a farm
- Annual fee (weekly food cost) is to run the farm, inc. farmers' salaries
- Included in annual fee is a contribution to supporting foundation (€40)

### Employment, skills and knowledge

- Farmers are employed by the HB foundation
  - Major factor in success
  - Have supportive colleagues
  - Farmer can be withdrawn if problem with the farm
  - Collective monthly trainings
  - WhatsApp knowledge sharing
- Intranet for farmers to communicate with members
- HB foundation coordinates knowledge on intranet
- HB foundation produces fact sheets and mini-manuals
- Each member encouraged to contribute with talents and skills



#### Notes from Geert's presentation:

A farm is a farm. We have 21 of them established.

They are known as a cooperative in the Dutch Chamber of Commerce.

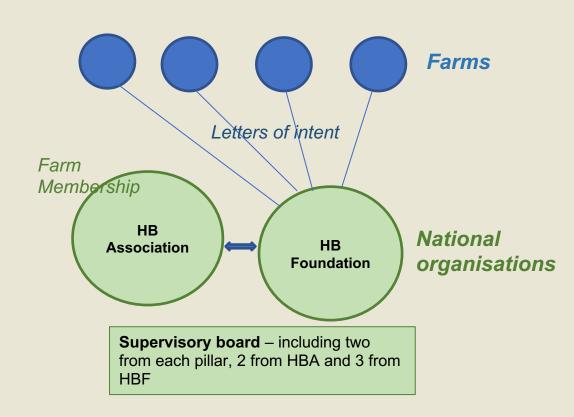
They sign the three pillars and 7 principles. In their articles of association they agree to following these.

The HB Foundation is supportive to what is happening on the farms. On a legal level there is Is a letter of intent – this acts as the contract. Each farm pays an amount to national organisation.

Start fee – an investment to get the farm going. Annual fee – that includes a part that is the fee for national org. – each coop pays, and it works out at about I40 Euro per member per year. There is a max of 20,000 Euro per year from each farm.

Learning circles: one is all chair-people of farms who discuss important national things. But can't make a formal decision, since they need to concentrate on individual farms. So now need to build something else: an association in which the individual farms have a membership, and this will have its own board. Which will be made up of the following:

- **HB Foundation**: Three positions Geert and 1 other + 1 vacant
- HB Association: under development
- Supervisory board they control and check to say yes to budget and hire and fire of the foundation
- 3 sets of two people representing each of the three pillars, also diversity in age and gender.



Notes from Geert's presentation continued:

The HB Association can bring two people into the supervisory board.

Foundation can make its own decision and is not democratic. So democracy comes into itself only through the HB Association.

Room for entrepreneurial activities remains in the HB Foundation.

Negotiation between Association and the Foundation will be on a yearly basis.

Only farms that are currently up and running are members of the Association. Ones under development are linked to the Foundation.

Farms are run on project-based skills

Foundation and Association must have skills to think big scale.

The Association should be as old as the second farm: only if big enough can it correct itself – needs more than two to be democratic.

Foundation – also does things not directly supporting the farms. So defined a **service set**, first deliver these to farms, only then can we talk about democracy.



#### Notes from Geert's presentation continued:

All the farmers are employed by the foundation, and work in the cooperatives. So they are all colleagues. This is in contrast to the CSA (Community Supported Agriculture) since they are not alone.

The farmers have an active WhatsApp group – everything cannot solve is discussed here, knowledge share. New fact sheet can come out of that, or special meeting.

Management team in the HB Foundation is there for a farmer to discuss if there is something they cannot deal with, in worse case when a farm is not working, it is possible to say no contact any more with HB, and the farmer is drawn back into Foundation, and logos are removed. As soon as products are sold in open market – then need to decide whether still and HB farm or not.

#### Questions:

- Is the famer working with community? They need to produce food, and deal with people. Is this too much to expect? One of the coop board members is contact with famer so community process does not disturb the daily work. It is the board of each local farm that is responsible for community. On Roald's farm: committees have been installed by the board, *as well as* work groups installed by farmer to help with food production. That way farmer engages with people. In the middle the farmer meets the board. Contact with the board through circle models. They prepare the activities and the AGM for each Board.
- What kind of committees at national level? chair people, secretaries, finance people, distribution, communication, HR, quality, building the farm overseeing everything investments (greenhouse, rooting, frost irrigation).

Roald: We own the land in this particular case, so we can build. But depends on legal status. Strive for long term lease. 4 farms are like his. Others have long term lease – Community Land Trusts (CLT). Now trying to buy more land through new innovation: Aardpeer. Aim is to get land out of speculation and into long term relationships. In the annual cost the loan to the bank is higher than the lease of the land in HB system,

### The support services from HB Foundation to coop farms

#### Notes from Geert's presentation:

- We employ the famers and sort out everything like pensions, offers, safety etc. HR issues.
- **Training programme** for farmers. Every month farmers come together. Subjects chosen are partly from Foundation and partly from farmers from group visits to farms, to xperts and others. 40 farmers come each time.
- IT makes sure farms do use them. All Microsoft. There is an app the HUB. Log in to local farm. Go to intra -or internet Can go to link for your harvest next week can order meat. Is a vegetable box for everyone. Can add up meat on top 2 'mouths' of meat, when I want to have it.

Service the website – branding and practical reasons.

Find a member who lives next door – so can share pick-up.

Messages

Recipes

Agenda of events and activities.

Volunteers needed and when?

Own developed App. Can share with Ireland

- Quality assurance human health, animal welfare, legislation etc. Famers help fill it out and at national level is responsible for quality on the farm, and local quality manager. There are points for improvement sometimes can fix fast, others need a project established. Were doing things illegally but had to do something. Who pays the fine? We will take together. What is fungi in veg we are responsible. Because of the farmer being employed nationally. Otherwise the local coops need to take responsibility and they do not know enough about farming to do this. Also easier to get board members. Motto: Design a solution.
- Knowledge share. Fact sheets: welfare of chickens, area for cooling system. How do you search? Human connection. Expert teams
  on certain topics: e.g. how do you do orchards? Since the farmer does everything, need to have experts since can't know about
  everything.
- The letters of intent
- Preselect the farmer and then community decides.

### The support services from HB Foundation to coop farms

#### Notes from Geert's presentation:

- **Lobbying** for the farms Europe, nationally. Combine with the brand makes it both addressable and recognisable. Helps in the lobbying.
- Newsletters, articles, interviews. Lot of external PR and comms work.
- Relation management really invest in that.
- **Insurance** as soon as big enough aggregate it at the Foundation level. Is not a problem in Netherlands. People want to pay for it so usually approved at annual general meetings.
- **Risk**: Income/outcome at farm level is zero. At the HB Foundation we take the risk. 2 million Euros return at Foundation level, only few hundred thousand at the local farm level. First business plan: what if 50 farms? Break even at 35 farms. Then have enough income to continue with support. *The risk is never at coops*. Triodos bank stepped in with 1 million. Do not pay back unless we can. No interest for two years, and only pay back when we can. Blended finance. Triodos regenerative centre. Also family foundations.
- Can you make it possible? Legal mindset is to find problems.
- RISE University of Bern. Monitoring system Labour intensive. Check out KPIs- pick the model you want an chose the social topic as well as environmental and financial. 6 farms now doing it, testing how many KPIs out there already, and which are suitable for small scale farming Gov. ones forget. So the small scale farmers are now mapping and thinking if need to adapt or build new. Deep dive info needed to be sent from the six farms. Between knowledge sharing and quality.
- **Mutual aid:** Go and help sort out a problem. Physical visits and otherwise. Both the committee and work groups help out. We are often on the farm X is the coordinator of the farmers always out of the office, always out on the farms, talks, what is happening physically on the sites as a foundation. Asking always: each farm getting better and better?

There was a time when number of farms starting was too fast, Foundation was behind. Now has caught up, now support is more detailed, support for farms and communities has caught up. Also good farmers- learnt more about the kind of farmers we need.

### **Q&A** from Irish delegation

#### To get and know before we start:

Legally binding letters of intent and more – translation. Will send to us.

Community building –how different is this? 50K people in 15km. In Netherlands – Dutch people with Dutch things – like bikes.

Q: People can be enthusiastic until they have to part with money. How soon before have to hand over the 2500Euro?

A: We had letters of intent – **declaration of intention**. When searching for members, find certain number of people, first one has to wait a long time before enough on board. State: "I will pay the 2000 as soon as the coop is founded". That is a legal agreement. Bonding you to the agreement. Collect the declarations till have enough.

Then bring together everyone who has signed a letter of intent, with landowner and farmer. And the coop to be. And all agree: 'now we pay, now we lease land, now we hire the farmer'.

Once everything is up and running there is an annual fee of 50K to the Foundation for the work they do. There is thus a need to pay from entrance fee into system and the annual fee. The entrance fee from each farm helps the Foundation to establish the next one. First money at HB was a loan – 130K from a friend – maybe Ireland needs the same?

A big group did not sign, but then massively answered the coalition when launched. 125 signed declaration, and only when HB could say 'we have land, we have ...' then within a few weeks 150 members more than needed.

180 members minimum to go. Might lose the 10%.

If you leave after 3 years you get your start-investment it back.

Core team – select people needed. Communicators, finance, ICT, graphics, organising events. crowd-funding to cover first costs.

### From inspiration to action

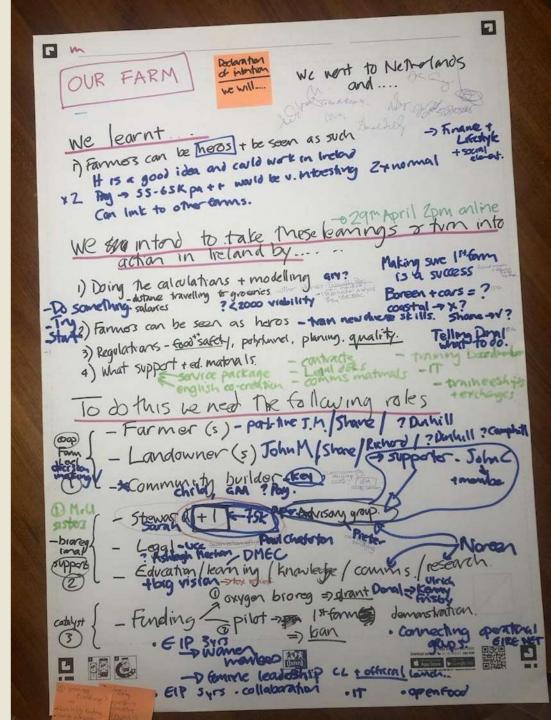


### What we learned

- Farmers can be heroes and seen as such
- The atmosphere on and around the farms was filled with a sense of community, purpose joy and passion – different than on most Irish farms these days
- We think it is a good idea and could work in Ireland, but must be tested.
- The level of, and predictability of, the income for the farmer makes it attractive
- The combination of the finance and the lifestyle and the social elements make it especially interesting
- Translating Herenboeren as a name does not work, so let's use 'Our Farms' as working title
- We probably need funding for a post to push this forward effectively ideally 100K kick-off funds.

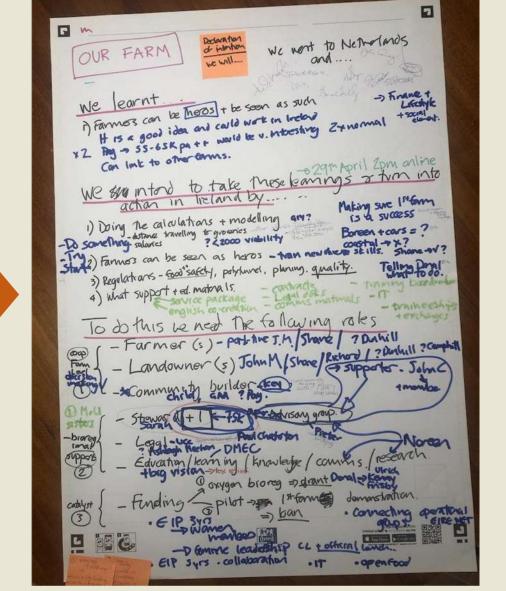


Let's try and build 'our farms' in the SE bioregion of Ireland



### Taking learnings in Netherlands to action in Ireland





### From learning to action

- 1. Share and invite those not able to join (online event, done)
- 2. Common understanding and vision
- 3. Do the calculations/a feasibility study
  Amount to set up a farm, employment costs, number of people near a farm,
  effect of a coastal position
- 4. Investigate regulations and barriers

  Food safety, polytunnels, planning, quality assurance. Traffic. Other orgs in Ireland to work with.
- 4. What support and education materials do we need from HB?
  HB service package
  Co-creation of English language materials
  Copies of contracts, legal docs, comms materials, IT platforms
- 5. How will farmers be trained in Ireland?
  Exchanges and traineeships
  Learning offers of ag and social skills
- 6. Tell Donal what to do with his land!

### Geert's advice:

- Do something, try it, just start!
- Make sure the first farm is a success
- MoU about sister nature of our organisations



### To do this in Ireland we need the following roles

NB Names below are illustrative and ideas only, no commitment has been given!



John M., Shane, Dunhill?

Landowner(s)

John M., Shane, Richard, Dunhill, Camphill

Community builders – key role!

Local community dev groups, Country Women, SICAD, GAA, children-facing orgs, PPN

**Leader steward and support** 

??? and Sarah

Legal advice

UCC Ashleigh Meehan, contacts such as PC.

Education and learning, knowledge sharing, comms and research, big vision creation and holding

DMEC, UCC

Advisory group/board

John C., Noreen, Pieter

- a) a grant: 1st: 'leader' 2<sup>nd</sup>: ??community-builder
- b) a loan: for the first farm demonstration
- c) applications Interreg feasibility funding, EIP (women), EIP longer
- d) introductions from Donal/anyone else?

### Circles for change – establish 'Our Farms' circle

Distributive decision-making - sociocracy



### Next steps

- Invite formally to form an 'Our Farm' circle
- Do feasibility study use a farm as a pilot
- Get documents from Geert translated
- Keep eye open for catalyst funds to pay 'Our Farm's Steward' post.
- Keep 'scaling systemic innovations' group in loop



# Let's try...

Contact:

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