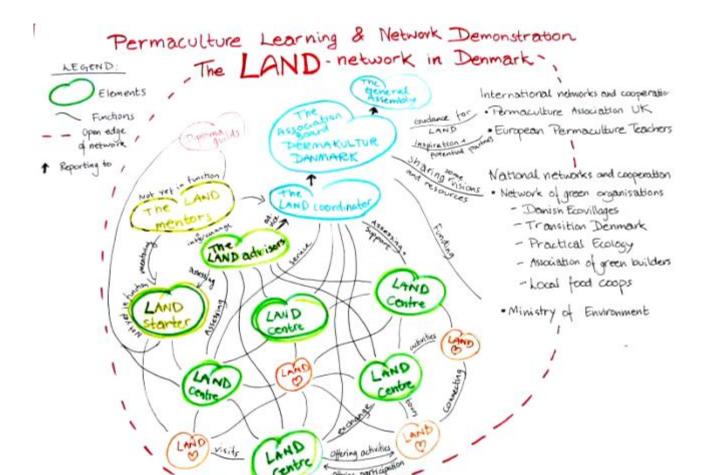
in Denmark Setting up a Permakultur Demonstrationsnetværk



Cathrine Dolleris Geoliv.dk, November 2014



BY NO NO Diploma in Applied Permaculture

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Content

Design Brief	4
Project design using OBREDIM	4
Observation	5
Boundaries and limitations	5
What is Appreciative Inquiry?	5
Scope of the project	6
Resources	7
Stakeholder analysis	7
Zones	9
Sectors	9
Monitoring	9
Evaluation	10
Sharing knowledge and information	10
Building on what works best	11
Design	12
Design of the LAND network in Denmark	12
Application	14
Gantt diagram of activities in the LAND project	15
Budget	16
LAND project application	17
Implementation stage	19
Identification of possible LAND centres	19
Direct contact with potential centres in Denmark	20
Invite interested members and meeting to start LAND activities	20
Development of strategy	20
Communication plan, writing articles etc. i.e. the Public Relations strategy	20
Appearance on other green organisations' websites and in newsletters. Promotion of LAND.	23
PR materials	23
Newsletter for LAND project	24
Interested members develop criteria for LAND centres	25
Implementation	26
Developing networks with future LAND centres	26

Contract development for advisers	26
Training of advisors and assessment coordinated with PAUK	26
Appointment of Advisory Panel	28
LAND centres appear on an interactive map on the website	28
Accreditation and celebration of new LAND centres	29
Contracts with LAND consultants	30
LAND grant	30
Evaluation Seminar for LAND centres – the LAND Gathering	31
Designing a Guideline for setting up a LAND project in your country	32
Adjustments to the project	32
Monitoring	33
LAND centres report on nos. of visitors and volunteers	33
Assessment of progress	34
Economy in LAND centres	35
Events and activities	35
Budget and accounts of the Association presented	35
Maintain identification of new LAND centres	35
Reflection	36
Reflecting on the process	36
Next steps:	37
Accreditation criteria	38
Appendix	39
Short guide on how to create a network of permaculture public demonstration projects	39
LAND network posters	42

Setting up a LAND project in Denmark



Personal Long Term Goal

To be an effective agent in expanding and disseminating knowledge of permaculture as a means to make regeneration of the resources of the Earth possible.

Design Brief

This design aims at finding ways of making permaculture a viable livelihood, increasing the knowledge and practice of permaculture in Denmark and creating a supporting network for permaculture.

The problem: Few members in the association. Limited knowledge about permaculture in the public. Almost no activities in the permaculture network. Few places to visit. People feeling isolated and having no time for permaculture activities.

The solution: Create a new vision. Highlight permaculture sites. Support activities and members. Create network and connect people. Attract more people to the association. Cooperate with like-minded organisations. Get funding. Make permaculture produce a yield.

Project design using OBREDIM

The first part on observation wasn't as such part of the design, because I didn't realise that setting up a LAND project in Denmark would be a design at that point. However, gathering information and observing how the LAND network in UK had developed, visiting several LAND centres and talking to people in charge became part of the observation that I needed to carry out the design. When I realised that I would prioritise setting up a LAND project, I started more carefully using the design process and this resulted in an application for funding. The application was accepted and the project could move on to the implementation, with some modifications to the design. The Design part of the OBREDIM was the application for the Ministry of Environment for setting up a LAND

This design uses

OBREDIM

- Observation
- Boundaries
- Resources
- Evaluation
- Design
- Implement
- Monitor

LAND stands for Learning And Network Demonstration.

The LAND Network in UK was the source of inspiration for the LAND network in Denmark.

In UK it has grown into a vibrant network of permaculture sites including suburban gardens, smallholdings, rural farms, city farms, forest gardens, and amazing allotments.

They are all set up to show permaculture in practice to visitors and volunteers in a safe, accessible and inspiring way.

project in Denmark. The implementation of the LAND project follows the implementation plan in the application and the monitoring of activities described herein. Reflection upon the process follows. Please note that there are hyperlinks to information and documents on the web.

Observation

I co-facilitated vision processes at two annual meetings in Permakultur Danmark (2012, 2013). They showed a desire for: more activities, sharing knowledge, local networks, and more time to prioritise permaculture. I kept this in mind.

I went to Keveral Farm as a volunteer and visited Trevecca, and other places in Cornwall and Devon, February 2012.

Andy Goldring's talk about the LAND project at the EUPC, Germany, July 2012, convinced me that the LAND project was a way forward for permaculture in Denmark. Later followed job shadowing of Andy Goldring sponsored by the EU; visits to Offshoots and Edible Farm visits, April 2013; interview with Alan Thornton, LAND coordinator at PA UK; and talks with Andy Goldring on how to set up the LAND project and strategy for Denmark.

Boundaries and limitations

After getting a good idea about what the LAND project was in UK and how it was organised, how much time went into the administration and understanding the structures and setup, there was a lot of questions I had to answer to understand about how, why, who, when, where and what we needed to do in Denmark to be successful with solving the problem of permaculture in Denmark and enabling the solutions as described in the design brief..

There are many potentially limiting factors to work around in this design: Time, money, support from diploma holders, support from others, skills in project management, communication, and web site management. Finding a way around these limitations would be to solve the problems. I use Appreciative Inquiry approach to think about problems, meaning I look for the energy in the negative statements. For example, if people say there is not enough time for permaculture activities this tells me that they are interested

What is Appreciative Inquiry?

Appreciative inquiry (AI) attempts to use ways of asking questions and envisioning the future in order to foster positive relationships and build on the present potential of a given person, organisation or situation. The most common model utilizes a cycle of four processes, which focus on what it calls:

DISCOVER: The identification of organizational processes that work well.

DREAM: The envisioning of processes that would work well in the future.

DESIGN: Planning and prioritizing processes that would work well.

DESTINY (or DEPLOY): The implementation (execution) of the proposed design.[™]

The aim is to build – or rebuild – organisations around what works, rather than trying to fix what doesn't. Al practitioners try to convey this approach as the opposite of problem solving.

Problem Solving	Appreciative inquiry
Felt need, identification of problem(s)	Appreciating—valuing "the best of what is"
Analysis of Causes	Envisioning what might be
Analysis of possible solutions	Engaging in dialogue about what should be
Action Planning (treatment)	Innovating what will be

Source: Wikipedia

in doing these activities, but something is blocking them. I then ask questions to identify the block and a way around it.

Why are there so few activities announced in permaculture circles in Denmark?

If no one takes on the task of being dedicated to the development and continuity of permaculture demonstration and education in Denmark, it will not happen by itself. I decided to give permaculture activities 80% of my time for some time to see if it was possible to get the wheels in motion. To be able to give this much of my time, I needed to have an income from working with permaculture and hence had to do fundraising for myself through the LAND project. Being the one in Denmark to know most about LAND, it was agreed on the board of Permakultur Danmark (PKDK) that I should become the LAND coordinator.

Scope of the project

What should be the scope of the project?

I went on a study tour to England to get more information about the LAND project, how it's working, personal perspectives, visit to LAND centres to see how they're working, and LAND centre narratives.

Within the boundaries of Denmark or the Nordic countries?

I presented the LAND project at the Nordic Meeting 2013 with participants from Denmark, Norway and Sweden. They thought it was an interesting project, but I assessed there was not enough commitment to launch a Scandinavian LAND project yet. So the boundary for the first phase of the LAND project became the national boundary.

Possible cooperation with European countries on a Pan-European network?

Later on, the LAND concept was brought to the attention of the European Permaculture Teachers' partnership and a group was formed around a PLANT application for Erasmus+ funding including UK, France, Germany, Czech Republic and Denmark. However, it was not successful (yet).

How to get people enthusiastic about LAND?

Talk about it, have meetings about it, write articles about it.

How to identify potential LAND centres?
Send out questionnaire; write articles, personal contact on phone.

How to agree on the concept, criteria, and organisation? Meet and facilitate a constructive process.

How many LAND centres/learners to aim for?

Depends on the people responding to the call and questionnaire.

Who wants to support the admin?

Must be supported by members of the board and the association.

Who wants to be assessors of projects?

Identify through meetings. Training of 4-5 assessors to happen in UK.

Resources

Funding available?

I did some research into funding opportunities:

The Velux foundation environmental section was looking for projects that LAND could fit into. However, the budget size would be 4-5 million DKK (4-500.000 GBP), which was much too large for a small organisation like PKDK and the process of applying for funding would take too many resources.

EU funding was possible, but I wanted to keep it to a manageable size and scope and get to know if LAND was really a good path for Denmark.

The Ministry of Environment launched a campaign for "Grønne Ildsjæle" (lit. Green Fire Souls) and funding for green, smallish, innovative projects. The funding level was between 4,000 and 50,000 GBP, which was more accessible.

People in Denmark interested in setting up LAND centres and LAND learners?

I designed and sent out a questionnaire to all members of PKDK, available on the web-site and in the welcome letter for new members. The questionnaire had questions around people's interest in becoming part of a network and what kind of activities and facilities for permaculture they already had. This is a link to the questionnaire (in Danish): https://docs.google.com/forms/d/1kZKSNHQ3T-bbDzs7ylfy3SXopicQP6YqbZR7ZqSnZkM/viewform

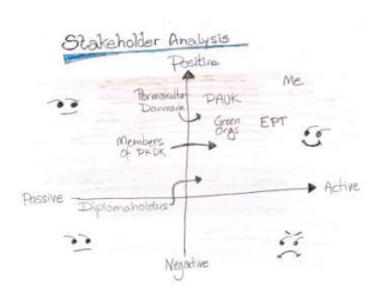
Stakeholders are people or organisations involved in the project somehow. This can be in a positive or negative way and it can be more or less active. I have made a stakeholder analysis as below before I started the project. Including a stakeholder analysis is common practice in any communication strategy.

Stakeholder analysis

I did a stakeholder analysis to clarify the roles of the different people or groups involved in permaculture in Denmark in order to Integrate rather than segregate as many people as possible in the LAND network.

What is a stakeholder analysis?

People or organisations are placed in a grid with two axes: positive-negative and activepassive. They are placed according to how



they are perceived to influence the project. The best is to have many active, positive forces working with the project. Having negative, active people working against the project is not good and needs to be dealt with. Positive or negative passive people or organisations are not a problem, but with the right communication or actions, these people can be moved from passive towards more active and positive. Care should be taken not to aggravate people and make them more negative and active.

Analysis of stakeholders for the LAND project

Looking at the picture of stakeholders when I started the project in October 2013, there were mostly positive stakeholders.

I was without doubt the most active and positive about the project.

The Ministry of Environment (MoE) being the donor has a very positive and active role to play although distant from the actual implementation of the project.

Permakultur Danmark was definitely positive about the project but quite passive and let me to do the work. Big changes in the board were going on so the old members of the board were not very engaged anymore apart from a few who supported the LAND project and my role as coordinator, but didn't have much time to spare. All members except me changed at the General Assembly in April 2014. The new board is more present now and there is great support from some members. The board members needed time to know how things are run.

Permaculture Association UK (PAUK) was a great help and provided me with much knowledge and support when I was an intern at the office in Leeds to writing the application for the Ministry of Environment and afterwards.

Later the European Permaculture Teachers' partnership (EPT) gave inspiration and was interested in setting up a European based demonstration network. EPT was quite active at that time, but not so much anymore.

The small green organisations network was supportive and gave some input. They were willing to share some resources and cooperate around visibility of projects. The cooperation between our small organisations is a case of using the edges of permaculture's outreach and increasing the number of elements that support some of the important functions like sharing knowledge, resources and skills.

The members of the association were generally passive at the beginning of the project, although a few supported the idea. Some of the members became LAND centres or advisors, so their roles diversified and became more active.

The diploma holders (3 relevant) I assessed as slightly on the negative side, because of some disagreements about what real permaculture is. The task was to bring the diploma holders to be positive and preferably active in the project. I decided to look for an authority that would be respected by the diploma holders and that would be able to bring everybody on the same page. I therefore wanted to design the workshop on LAND advisor and assessment to counteract any negative impact from diploma holders and make them a positive asset to the project.

Zones

In this regard, zones help to identify projects that are more or less likely to become LAND centres. It can be seen as working with the edges of expansion of permaculture.

- Zone 1: Who are likely to become a LAND centre soon? Who are likely to become LAND learners? The questionnaire shows that probably 10 places are ready to go for assessment.
- Zone 2: How to attract the next zone of people? Create good activities at LAND centres, lots of
 information. Show that it matters. If the LAND centres can diversify and find different niches there
 would be basis for collaboration. Highlighting the activities and different profiles of the LAND
 centres is harvesting yields from the niches the LAND centres create, and also understanding the
 succession and evolution in developing and diversifying permaculture.
- Zone 3: *How to inform the public?* Write articles for the Danish biannual "Permakultur Tidsskrift" and Praktisk Økologi, cooperation with the other green organisations. This is where we can make the least change for the greatest possible effect.
- Zone 4: *The general public?* At present PKDK does not have capacity to reach further into the society.

Information about who are in the different zones help to identify an effective communication strategy. Targeting different audiences require different media and way of writing or communicating.

Sectors

Sectors are in this case related to political context and stakeholders, i.e. people or circumstances that can affect the project from the outside.

The political context is generally favourable for projects that are concerned with the environment, employment and sustainability. This can be seen through the funding for green projects that has happened since the government changed in 2011.

Generally there is a change in people's perception of organic, ecological and green solutions. It has happened gradually over the last decades and seemed strongest in Denmark in the 1990s. A revival of the "green" energy has been noticed the last five years or so.

For permaculture this means that funding is available and general perceptions tend to favour green solutions more now than just five years ago. This may be why a project of this scale succeeds now, but was more difficult to achieve before. In any case, we should make hay while the sun is shining.

Monitoring

How do we measure success?

Setting targets is a first step to measure if success is achieved. I took inspiration from the UK LAND project in setting targets, i.e. on how many LAND centres should be accredited, how many activities and visits and volunteers should happen etc. The list of targets is in the LAND application on the next pages.

What monitoring systems should be in place?

Monitoring should be designed into the implementation and setting of targets to make an effective monitoring system. As an example, setting a target of accrediting 5 LAND centres, monitoring of the accreditations can be done by the LAND coordinator or another person and reported back to the people who need to know, i.e. the Ministry of Environment and PKDK's board members. Setting tangible and quantitative targets i.e. numbers are easier to measure and report on than qualitative targets, i.e. changed attitudes and knowledge. Most donors prefer quantitative targets and monitoring systems.

I took inspiration from the UK LAND project. To know how many visitors the LAND centres attracted I adapted a form for visitors. The LAND contracts would form documentation of LAND centres being part of the project (see the online resources at www.permakultur-danmark.dk). Writing about activities happening in the network would be a good way of doing both qualitative and quantitative assessments of activities.

Evaluation

Based on the above it was clear that I and Permakultur Danmark needed a strategy for Denmark to build up energy, places, and people. The bylaws of PKDK state that its purpose is to spread knowledge of permaculture and the ethical foundation which has three tenants: 1) Care for the Earth, 2) Care for the People and 3) Share the information, knowledge, ideas, and surplus to support 1) and 2). Thus the project should be in accordance with the permaculture ethics.

The observations, survey of resources, boundaries and limitations were a way for me to apply self-regulation and accept feedback around why and how to write the application for the LAND project. Being grounded in the ethics stated by PKDK and with the vision of how the LAND project had worked in UK, I proceeded with working on how to approach setting up a LAND project in Denmark.

Sharing knowledge and information

The first step was to write a few articles about LAND to media the PKDK members would receive. This would give some information about the LAND concept to members and society at large. At the same time, the questionnaire would collect data about the resources people have available, i.e. who could potentially become a LAND centre and if the interest for a LAND network and activities was wanted at all.

The questionnaire showed enough interest for me to carry on with writing an application for the Ministry of Environment. The articles were well received and I got positive feedback and enquiries into what LAND was.

I also needed to identify liaisons with key people, e.g. UK LAND coordinator and CEO to get more input to how to design the LAND network, lessons learned and ideas for a network with or without funding.

However, the scope was not only to build a LAND network, the scope was also to build capacity in the association to be able to handle bigger projects. Other tasks like creating the newsletter, upgrading the website and handling members needed attention if the association was to grow. I put in budget lines in the application to make sure this would happen.

The questionnaires came back with a positive result on the LAND network. Out of 90 members, 60 replied. 90% of them said they were interested in more activities. 10 places were ready to have visitors and could become LAND centres.

Building on what works best - ethics and solutions

When evaluating the inputs I was very aware of making a difference especially for the LAND centres, following the logic of Appreciative Inquiry. Regional networks have been tried in Denmark before, but they collapsed when the one most active person stopped to be part of it. I wanted to avoid a situation with a fragile organisation like that. I wanted to turn the problems identified in the beginning into solutions. And I wanted to guide these solutions in the light of the ethics. So when I started to look at each of the problems, I assessed whether the solution was in accordance with the ethics:

Few members in the association. This could be counteracted by having more interesting activities going on so that people would have a reason to become members. Activities are carried out by people who feel motivated to do activities, skills sharing and education. People are motivated by positive social interaction, money, sharing, and new knowledge. Barriers would be not enough time – but time is money, so if the activity pays off in money or something else worthwhile, it would be easier for people to find the time to do it. Thus, demonstration of permaculture should make an income, e.g. through courses and workshops. A network could support these activities through public relations and communication. If people can make a livelihood from permaculture activities, then the continuity is secure. Supporting this permaculture livelihood can be done by the LAND project. Having more activities going on would increase people care through the empowerment that the activities would give, both for the teacher/facilitator of the activities and for the participants learning new skills, methods etc. If these skills are related to a land based permaculture practice like creating a forest garden or learning to work with livestock, natural building, it would also enhance Earth care. If the activities would give basis for a LAND centre with regular and continuous education or demonstration in permaculture, this would also enhance the ethic of Fair Share.

Limited knowledge about permaculture in the public. More demonstration and education in permaculture, more activities and publicity would help to increase awareness of permaculture and thereby Fair Share of knowledge and ability to counteract some of the practices detrimental to our environment and culture. Writing articles, keeping the web site updated and interesting, providing services like a map of where to find a permaculture project would help. And the exposure the other green organisation could give would give a good yield for little effort.

Almost no activities in the permaculture network. People complain they don't have time and they feel isolated. There are not enough places to visit to see permaculture in action. By supporting the livelihoods of the LAND centres, most of these limitations would be counteracted. The LAND centres could fulfil several functions like providing livelihoods, places to teach and learn, demonstration, permaculture "shop window", place for volunteers to come and share skills to name a few functions. A strong network with many links would help to support the functions and the more LAND centres involved the better the functions would be fulfilled and make it possible to diversify the functions. Increasing the number and scope of viable LAND centres would increase Earth care, People care and Fair shares, like described above.

Lots of public relations and a strong brand for quality and recognition are needed to promote activities, fill up courses and workshops, and make them worthwhile for LAND centres. Direct monetary support could also be helpful to encourage and support activities. Branding is often seen as a bad thing, because it can be manipulative. But if we have the **ethics** as the basis for the branding we do, then we can make branding work in favour of the common good that we perceive permaculture to be.

The solution

A new vision for permaculture in Denmark was needed where permaculture sites were highlighted and the possibility of actually living from permaculture activities made more tangible through support to activities and members. This would be best done by finding and developing niches within permaculture activities, so that the emerging livelihoods would not need to compete but collaborate, enhancing people care. This way of creating a network and connecting people would enhance the beneficial interactions between LAND centres and members. It would also attract more people to the association if a strong brand was created. Cooperation with like-minded organisations would be helpful in getting the message out. Getting funding would help to increase the scope and time available for activities. Making permaculture produce a yield both socially, environmentally and economically would benefit all and be in accordance with the ethics.

The LAND project fits perfectly to both the needs of the association, the members, the potential LAND centres, to me as a project coordinator and to the ethics of permaculture. I believe there are good reasons for its popularity in the UK.

Design

Design of the LAND network in Denmark

The design of the LAND network is done from the pattern of a web of beneficial connections. The details were worked out later during the implementation. The LAND network has different elements, starting with

- 1) The association board of Permakultur Danmark and
- 2) Its General Assembly, which is the highest authority.

Further elements that have been adapted from the UK LAND project are;

- 3) The LAND coordinator which connects
- 4) The LAND advisors,
- 5) LAND centres,
- 6) LAND starters (learners),
- 7) LAND "lovers" (members of the association that are interested in being part of the network), and
- 8) LAND mentors.
- 9) The diploma guild has a lot of potential to strengthen the LAND network.

Furthermore, as identified in the stakeholder analysis the European Permaculture Teachers' partnership could play an important role and the international and national networks.

The functions are dependent on the roles of the different elements, i.e. the LAND advisors assess and support LAND centres; "LAND lovers" attend courses, activities etc at LAND centres, which provide information, education, tours etc. LAND starters are potential LAND centres having started the process (like LAND learners – but "starter" works in Danish). LAND mentors are people with good design skills able to advise LAND starters and others on permaculture design.

Two elements are shown on the design that is not in function yet: The LAND mentors and the LAND starters. It is the intention that these roles will be developed later in the project. LAND mentors will help LAND starters becoming LAND centres. People from the LAND centres are potentially good LAND mentors. There is an urgent need for people with permaculture design skills to function as mentors, not only for the LAND network but also in general.

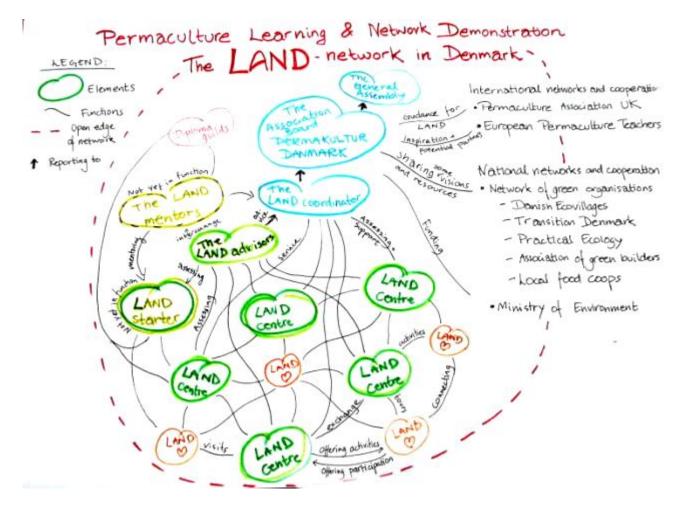
The network is partly an organogram of the organisation of the LAND network, but also has a level of physical representation. The LAND centres are spread across the country and naturally have "watersheds" from where people come to join the LAND centre activities. Several of the LAND centres are placed on islands, creating a natural boundary for day to day activities. However, LAND centres are generally able to offer activities of value to a larger audience from time to time.

Using zoning within the LAND network, each LAND centre will have a zone 1 – their nearest neighbours, zone 2 – their community, zone 3 – their "watershed", zone 4 – Denmark, zone 5 – the world. All connections between members and LAND centres are encouraged through the LAND network and hopefully the LAND map will be developed to show interests within permaculture and be a resource for visualising and thus connecting all member of the LAND network. This way, more people can be drawn into zones nearer to the LAND centres.





Left: People care in a hand flower. Right: Presentation of a LAND centre at the Nordic Permaculture Festival.



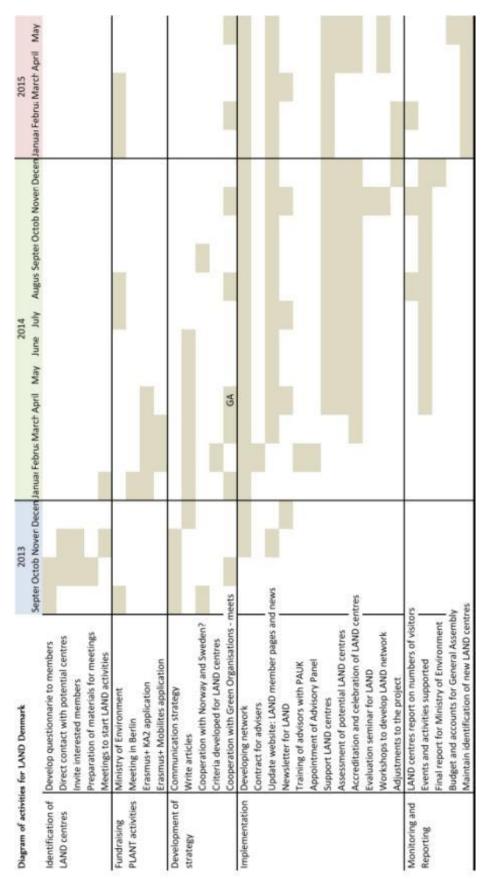
How I visualise a network of permaculture demonstration sites and stakeholders linked up to Permakultur Denmark and the role of the LAND coordinator, LAND advisors, the LAND mentors and the diploma guilds. Also the links to external stakeholders like the Ministry of Environment, National green organisations networks and international organisations like Permaculture Association UK and the European Permaculture Teachers' partnership. The edge around the demonstration network is permeable and welcoming to anyone with interest in permaculture.

Application

I wrote the application to the Danish Ministry of Environment "Puljen til Grønne Ildsjæle" and was successful. The amount was for approximately 230.000 DKK (23,000 pounds). The money was transferred in October 2013.

To create a timeline for identification, strategy development, implementation etc. a kind of Gantt diagram was used and included in the application. The Gantt diagram allows a schematic, participatory overview of activities leading to goals and their timeliness. It becomes possible for others to follow and support the process when necessary. It's inserted here in a more elaborate and visual version than in the application. If the format is too difficult to read it is also available online here.

Gantt diagram of activities in the LAND project



Budget

Below is the funding budget and application including the outline of the logical framework approach.

LAND Network - budget			
Activity	Support in DKK		
Updating of website, member pages and LAND pages	7,500		
Transport for meetings and assessments in Denmark	15,000		
Office equipment	7,000		
632 hours of 200 kr. to interview members, define criteria, meetings, strategy, networking, and guidance. Appr. 10 hours weekly over 15 months.	126,400		
200 hours of 200 kr. – for LAND staff – tours, presentation, consultations, transport	40,000		
Projector, camera	7,000		
Production of posters, brochure and newsletter.	25,000		
Courses for capacity building of association staff	17,000		
Revision	6,000		
Total expenses	250,900		
Match funding – self financing	22,000		
Total funding	228,900		



Kurt Holm presenting a new form of raised bed with wood, compost and hay bales at a LAND centre assessment, November 2014 (Photo K.N.Aaen).

LAND project application

The LAND project application is here translated from Danish.

The LAND project

PROJECT BACKGROUND:

The LAND project is an adaptation of a similar English project that has had resounding success with over 32,000 visitors to the 95 LAND centres that are part of the project. LAND stands for "Learning And Network Demonstration" and the project will focus on learning about sustainable solutions for everyday life. It is common households in urban and rural transformed with thoughtful design from having high consumption of energy, water and time, as well as much waste to become more and more self-sufficient and to support a sustainable lifestyle. LAND centres may also be local projects in cities that include local residents who want to work towards sustainable lifestyles. Typically economic activities are included that make the centres more economically viable. The emphasis is on the network, and social aspects, which translates into the centres typically offering guided tours, exchange skills and offer courses in sustainable adaptation to lower energy consumption.

In England, the Permaculture Association propagates the LAND Centres through their website, and helps to organize courses and tours and do fundraising. See http://www.permaculture.org.uk/people-projects-places. Permakultur Danmark would like to undertake a similar role to encourage the dissemination of the solutions that already exist and create a stronger network around potential LAND Centres and their solutions for a sustainable life. Surveys of Permakultur Danmark's members have shown that there is great interest in entering the local network with activities around knowledge sharing. Permakultur Danmark wishes to enter collaboration with other green organizations to strengthen the network, so that the LAND project reaches out to the widest possible audience of stakeholders, while maintaining the quality of LAND centres.

PURPOSE OF THE PROJECT:

Creating a "Learning and Networking Demonstration" project - LAND project - in Denmark to disseminate solutions that span ecological, economic and social sustainability through tangible demonstration and teaching at LAND centres.

In the long term Permakultur Danmark wish to cooperate within the EU with other LAND centres to create a European network. Conversations have started with the UK, Germany, Bulgaria, Spain, Portugal, Ireland, France and Sweden.

The project's activities and schedule (which is subject to the exact number of hours):

Goals year 1	Activity	When	Hours
(September 2013 -			
December 2014)			
Identification of possible	Develop questionnaire to members	September 2013	8
LAND centres in	Direct contact with potential centres in Denmark.		6
Denmark	Invite interested members.		4
	Preparation of materials for meeting		8
	Meeting to start LAND activities	October	10

Fundraising	Fundraising activities	October to December	150
Development of strategy	Communications Plan, writing articles, etc.	September to April	80
	Investigate the possibility of cooperation with Norway	September	2
	and Sweden at Nordic meeting		
	Interested members develop criteria for LAND centres	September	20
Implementation	Developing networks with future LAND centres	September 2013 -	50
		December 2014	
	Contract development for advisers	November 2013	5
	Newsletter for LAND Project	November 2013 -	50
		December 2014	
	Training of advisors and assessment coordinated with		50
	PAUK		
	Appointment of Advisory Panel	October / December	5
	LAND centres appear on an interactive map on the	November	24
	website		
	Accreditation and celebrating new LAND centres	April-September 2014	20
	Contracts with LAND consultants	April-September 2014	10
	Support for activities, exchange of skills and events	April to September	50
	Evaluation Seminar for LAND centres	October 2014	8
	Adjustments to the project	Ongoing	20
Monitoring and	LAND centres report on nos. of visitors and	October 2014 for the	7
Reporting	volunteers	first time, quarterly	
	Economy in LAND centres	Quarterly	5
	Events and activities	Quarterly	5
	Budgets and accounts of association General	June 2014, 2015	20
	Accounting presented		
	Maintain identification of new LAND centres	after September 2014	15
Hours, first year			632

THE PROJECT PARTICIPANTS:

Permakultur Danmark's board of directors plays a leading role in initiating structure around the LAND network and promotion of LAND centres nationally. Cathrine Dolleris works as a consultant to the Board.

Potential partners and LAND centres:

- * Permakulturhaven på Friland
- * Fejø permakultur
- * Dyrk Nørrebro
- * Byhavenetværket
- * Skovhaven på Svanholm
- * Den selvforsynende landsby på Fyn
- * Permakulturhaven, Gule Reer
- * Permatopia, Karise
- * Permakulturhaven, Frankerup
- * Ananda Gaorii, Vig

COOPERATION WITH OTHER ASSOCIATIONS:

- * Praktisk Økologi (Practical Ecology association)
- * LØS (Danish Ecovillage Network)
- * LØB (National Association for Green Builders)
- * Omstilling Danmark (Transition Denmark)

THE PROJECT'S TARGET GROUP:

The primary target group is households and people within sustainable living and permaculture already working on solutions that have general interest.

The secondary target group is the general public who are interested in sustainability and who may want to experience sustainable improvements in practice and the people working on the solutions. The LAND centres are presented to school groups, colleges etc. and can be used as inspiration for teaching.

THE EXPECTED EFFECTS:

By the end of 2014 we have:

- * Identified minimum 5 LAND centres.
- * Prepared criteria, objectives and strategy for each LAND centre and the LAND project.
- * Appointed an advisory panel.
- * Prepared information for use by LAND centres, for example, 4 posters: permaculture ethics, permaculture principles, Information about the association, the LAND project.
- * A map on the website showing LAND centres' location and facts about the centres.
- * A stronger network through more activities, meetings and exchange of skills. The activities are reported per quarter.
- * Completed study trip to England and training of the Advisory Panel.
- * Support is given to LAND centres' activities and to cover transport for groups. The aim is 25 activities and 10 group visits.
- * The Association Permakultur Danmark has 50 new members.

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Implementation stage

The LAND application for the Ministry of Environment was successful and the design was adjusted to the situation, the funding (some things were not funded and an alternative plan had to be constructed) and the people available.

The implementation follows the project's activities schedule as shown in the section above on the Gantt diagram and in the project application.

Identification of possible LAND centres

The observation stage was mainly based on the questionnaire expressing interest. From this I could assess what human resources were available to the LAND project. I had a list of members who answered questions around their interest in a LAND network, for example if they wanted to be part of it, if they had a place themselves they wanted to show, if they were communicating about permaculture, if they wanted to be on the LAND map. This was a good starting point for identifying people for different roles in the LAND network like LAND centres and LAND advisors.

Direct contact with potential centres in Denmark

I contacted the people in the network I thought could be potential LAND centres and introduced them to the idea. A few of these people were very enthusiastic about it from the beginning and would quickly apply to become LAND centres.

Invite interested members and meeting to start LAND activities

I had a close look at the replies to the questionnaire and decided that an introduction to the LAND project was necessary. Gauging the level of commitment, the quality of a potential LAND centre and interest in networking would be more direct in a meeting. I prepared the first meeting in the eco-village Hallingelille, not very far from Copenhagen, where there was some potential interest for a LAND centre.

The second introduction meeting was placed at Friland, in a different part of Denmark, to make sure potential LAND members had the opportunity to join an introduction meeting. A very potential LAND centre located at Friland, making it a good base to gather resources.

The two introduction workshops where held in different parts of Denmark. The workshops helped uncover which human resources were available. The structures around the advisory board, the LAND centres, the whole network and contracts were explained.

Participants were asked what kind of role they saw themselves in, in the LAND network. This was noted down as identification for the advisory board and the different LAND centres.

Roles:

- LAND advisors (5)
- LAND centres (4)
- LAND starters (6)
- LAND lovers (10)
- Curious (5)

The numbers indicate the number of people interested in the different roles after the two introductory talks.

Development of strategy

Communication plan, writing articles etc. i.e. the Public Relations strategy

The LAND project and Permakultur Danmark needed a strategy for communication with the public and with members. The LAND budget is about 10 times bigger than the association's budget, so Permakultur Danmark would benefit greatly. I mainly designed the public relations strategy on my own based on input from questionnaires and my understanding of the LAND project in the UK.

A public relations strategy generally consists of a plan that asks the following questions, answers in bullets:

1. What is our target? What do we want to achieve through the communication?

- The target is to develop permaculture demonstration sites. This will strengthen permaculture in Denmark and help to get more members.
- 2. Terms of the communication and stakeholders?
 - The main stakeholders are the members of the Permakultur Danmark board, the members, the Ministry of Environment (donor).
- 3. Who do we want to communicate with target groups?
 - The LAND coordinator's first target group is the potential LAND centres and other LAND network members. Secondly, the target group will be people interested in permaculture demonstration, sustainable methods, climate change adaptation etc that the LAND centres demonstrate.
- 4. What do we want to communicate?
 - Why permaculture is awesome.
 - Visit a LAND centre and sign up for activities and courses on sustainable solution for the future.
- 5. When do we want to communicate about it?
 - When there is something to tell. For example, make each LAND accreditation as visible as possible by using other events where a lot of people are gathered.
- 6. What kinds of communication do we want to use?
 - Website should be strengthened and have new pages about LAND.
 - A LAND map should be made with LAND centres and members dotted onto it.
 - The LAND centres and eventually all members should have own pages on the website.
 - A calendar function should be made in cooperation with Praktisk Økologi.
 - The Permakultur Danmark newsletter should have LAND news.
 - Posters and other educational material should be made.
 - Letters for and contracts with LAND centres, LAND advisors and LAND educators should be made.
 - Logo, fonts and design should be uniform and professional.
 - Name cards for LAND coordinator and LAND advisors.
- 7. What resources do we have and do we want to use?
 - If the LAND application is successful, some funding will be available for communication.
 - Human resources are mainly the LAND coordinator with support from LAND advisors and LAND centres.

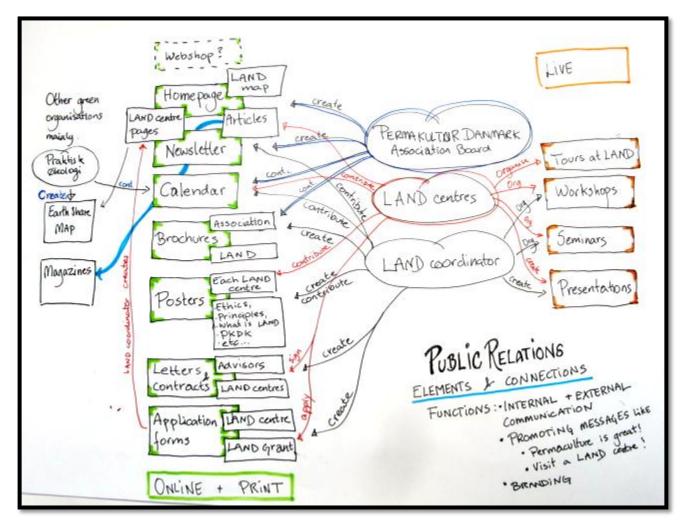


Illustration of the Public Relations Elements and Connections for the LAND project. Public Relations strategic elements and connections are shown on the illustration above. The elements are different communication media, online and printed, like homepage, newsletter, calendar, brochures, posters, but also letters, contracts and application forms. Smaller elements like name cards and the logo are also part of the strategy. Live communication includes tours at LAND centres, workshops, seminars, courses and presentations. There is cooperation with other green organisations, especially around visibility of LAND centres on an Earth share map and in articles in magazines.

- 8. What are the success parameters?
 - 5 accredited LAND centres at the end of the project
 - 25 activities at LAND centres
 - 10 group visits
 - Promotional materials produced folders, posters, name cards
 - LAND map online, members' pages, 50 more members of the association
- 9. Evaluation did we reach the target?

• A LAND evaluation workshop will be held at the end of the project with possibilities for exchange of experiences, promotion materials and strategies, what went well or not and future next steps.

Appearance on other green organisations' websites and in newsletters. Promotion of LAND

The Public Relations strategy shown above was followed to promote LAND to the public and amongst members. Here are some of the activities described in order to understand what different opportunities were available and how they were used to create a strong and recognisable brand for LAND.



PR materials

I designed the **logo** together with a professional graphic designer. The idea was that it should be recognised as a LAND project with a standard quality and same criteria as used by the Permaculture Association UK. Therefore, the logo is the same as the English LAND project logo, but with the Nordic Permaculture logo incorporated into it.

I wrote "A guide to the LAND project" also available online as a collection of resources for potential LAND centres. Most of the documentation is available (in Danish) on the association homepage on: http://permakultur-danmark.dk/land-2/.

I wrote a **two page brochure** to hand out to people with the basic knowledge about the LAND project. It was based on PAUK information about LAND and the application to the Ministry of Environment. I also wrote **articles** for the Danish permaculture bi-annual magazine to promote the idea of a LAND project. It was well received. I made **name cards** for myself as LAND coordinator and for LAND advisors to use as promotion.

Posters and educational materials were produced for each of the LAND centres. I assisted one of the LAND centres – Kærbakkens Permahave - to produce their poster. Two of the four posters are attached in the appendix in Danish. There is one about what the LAND network is in general and one with the first six LAND centres and a description of their place with contact details. The task of making the posters was delegated to one of the LAND centres in order to create more ownership to the posters and empowerment in terms of actually working with the graphic design as a skill.



The **annual meeting of PKDK** was organised as a weekend together with five green organisations mostly with more members than PKDK. This was an ideal opportunity to present the LAND network, harvest information from members about expectations to the network, have a meeting with advisors and also to do accreditations of two assessed LAND centre.

Newsletter for LAND project

The normal newsletter from the association to its members would include news about the LAND project. However, this newsletter was discontinued for a while when the person in charge chose to leave the board. It took some time before a replacement was found. In the mean time, I was eager to get information about the LAND network out, so I designed a newsletter very different from the association newsletter. It just has headlines and links to the website where more information is found. This allows people to click and read only what they find relevant. The newsletter was designed with MailChimp.

Two LAND newsletters have been sent out to members particularly interested in LAND. One in June 2014 and one in November 2014. The frequency of the ordinary association newsletter is every quarter, but there were activities happening and articles being posted about the LAND network that was good to get out to members.

Link to June 2014 newsletter (in Danish): http://us7.campaign-archive1.com/?u=8db6aac2025cc7a6010dce6c6&id=996c8bb823&e=[UNIQID]

Subscribers: 58, Open rate: 67.2%, Clicks: 37.9%

Link to November 2014 newsletter (in Danish): http://us7.campaign-archive1.com/?u=8db6aac2025cc7a6010dce6c6&id=63a922f6aa&e=[UNIQID]

Subscribers: 62, Open rate: 62.9%, Clicks: 38.7%

The Open and Click rates are really good compared to the industry average of 18.7% and 2.5% respectively.

LAND centre pages are available online at the associations homepage (only in Danish for two of them, but can be translated with Google translator). Here are links to the first three:

- Byhaven 2200 Urban Community Garden: http://permakultur-danmark.dk/land-2/byhaven-2200-common-urban-kitchengarden/
- Permakulturhaven Myrrhis Permaculture Homestead: http://permakultur-danmark.dk/land-2/permakulturhaven-myrrhis-halmhus-med-integreret-have/
- Kærbakkens Permahave Forest garden and homestead: http://permakultur-danmark.dk/land-2/kaerbakkens-permahave/



Figure 1 Promotion of permaculture and the LAND network by the LAND centre "Kærbakkens Permahave" at a local market (photo: Birqit Rothmann)

Interested members develop criteria for LAND centres

I sent out the criteria for LAND centres to the people who were interested in participating as advisers and to the diploma holders to get feedback. The criteria were the same as in the LAND UK model. I suggested that we would keep these criteria for at least a year to see how they would work in practice and only if someone had very necessary changes, they would be changed at the beginning. The three diploma holders insisted on making an addition to the criteria, which I put under desirable criteria:

- How the LAND centre regenerates the natural resources soil, water, air and energy?
- How the LAND centre regenerates the 5th element (social and organisational aspects of permaculture)?

These are areas that are defining permaculture in the Nordic countries and so must have a central place. The additions have been added to the form that makes the application for LAND centres.

Application for LAND centre:

I designed an online application form to be used as the basic information for the assessment visit. The application form is here (in Danish):

https://docs.google.com/forms/d/1aRwLYKzJP-bHtTdKznRfw8ahXZfAZ1DvU1Gd-f-6ENM/viewform

It is based on the PAUK form with the addition of the questions above.

Implementation

Developing networks with future LAND centres

Networking is mostly about meeting, talking, emailing and creating links between the different stakeholders. It was a way for me to get feedback and to respond to changes and new solutions. I spent a lot of time on the phone and on email, but also attending festivals, meetings and events held by the other green organisations. They were happy for me to spread the word about the new initiative from PKDK and permaculture in general and supported the development of the LAND network.

There are around 10 potential **LAND centres** identified so far. Most of them were already an integrated part of the network around the permaculture association board, but some have applied without direct links to the board.

The LAND network also consists of members that are not LAND centres. The members and LAND centres mutually support each other for example by setting up and participating in courses, exchange of knowledge and contacts, buying and selling products and services.

Contract development for advisers

A contract between the LAND centres and PKDK was created including the questions on essential and non-essential features of the LAND centre as the central issues, much like the English version. The contract format was discussed with some of the potential LAND centres to correct for the Danish context. The LAND centres sign the contract when applying to become LAND centres. The contract template is available on request.

Training of advisors and assessment coordinated with PAUK

I needed to make sure that everyone was on the same understanding of what a LAND centre was, what a LAND centre design was, what the criteria were and why. My original idea was to send a team of five advisors and the coordinator to UK to attend a LAND advisor training. This training could be synchronised with the start of the Welsh LAND network, so that one training and beneficial connections could be made. However, the funding we got did not want to support travel abroad. I therefore wanted to invite one of the most knowledgeable people about the network to come. I talked to PAUK about it and they recommended their former LAND coordinator, who had set up the LAND network in England. I thought this was a perfect solution.





Left: Louise Cartwright facilitation the LAND workshop in Copenhagen, February 2014. Right: Louise and I at the workshop.



Some of the workshop participants during the LAND advisor workshop.

A workshop of three days with Louise Cartwright, the ex-LAND coordinator from England, was setup to give the Danish LAND advisors and network a good start and bringing everybody onto the same page regarding understanding of design and the LAND network. I wanted to make sure that all interested diploma holders and potential LAND centres got a chance to create a common understanding of the LAND project.

The first LAND assessments where done with Louise as a training. It was important to have a common methodology for assessment, so that the assessments in the future could run smoothly with a general understanding of the quality and criteria used.

The scheme of work for the workshop is available <u>here</u>.

The aim of getting everybody onboard was partly achieved. The most senior diploma holder attended a part of the workshop. He was invited to be part of the Advisory Board, but has not responded to any of the emails sent to the board. According to the stakeholder analysis my assessment is that the diploma holder is slightly positive and passive at present.

The two other diploma holders were interested in getting their forest garden assessed as a potential LAND centre in the workshop by Louise Cartwright. They were thereby becoming more active and positive. They did not wish to become part of the Advisory Board, because they assessed it would take too much of their time.

Appointment of Advisory Panel

The LAND project in Denmark is organised mostly like the English LAND project. However, because of the difference in size and capacity, adjustments have been made.

The Advisory Board has members that wanted to support the LAND project. I did not turn anyone down because I needed all the help I could get as a coordinator and to secure ownership of the project. The Advisory Board started with 7 advisors. One is a diploma holder; the others have PDCs and experience. It was not possible to get more people with diplomas in the advisory board, because there are too few in Denmark. It is not necessary to have 7 advisors in the long run, but time will tell who are more active and interested.

LAND centres appear on an interactive map on the website

I set up a LAND map on the website and asked participants if they wanted to be on the map. The map is here: http://permakultur-danmark.dk/land-2/land-kort/

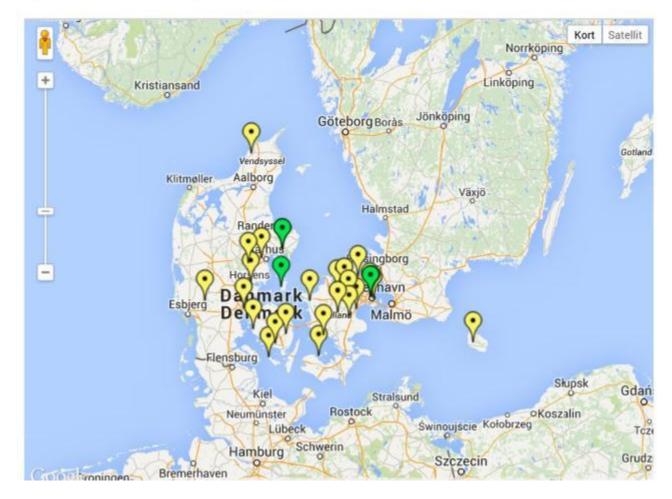
I decided that it was more useful to make a map with all interested members instead of only the LAND centres. The map therefore has different categories. For now it's only LAND centres and Members, but over time I expect to develop more categories that can be overlaid on the map, like LAND starters, LAND mentors, members with different specific interests.

There are links from the map to the LAND centre pages, where the projects are described in detail. In the future, I would like to make pages like this for all members.



Presentation of a LAND centre design, November 2014 (photo: K.N.Aaen)





The LAND map for Denmark. It shows all members of the association with yellow markers and LAND centres with green markers. The LAND map is under development and will hopefully include a legend to the different kinds of places as well as different categories like LAND starters, LAND advisors etc. The LAND map is found online here: http://permakultur-danmark.dk/land-2/land-kort/

Accreditation and celebration of new LAND centres

Accreditations were done in public spaces to promote the LAND network to as many people as possible – the big annual gathering, the EPT meeting.

I took the opportunity to be ready for the **accreditation** of Permakulturhaven Myrrhis at Friland (Karoline and Tycho's place) in time with the EPT meeting there to increase international awareness of the LAND project in Denmark and to encourage the new LAND centre.





LAND centre accreditation given to Byhaven 2200 and Kærbakkens Permahave at the Annual Meeting 2014.



Presentations of two different LAND centres at the Nordic Permaculture Festival August 2014.

Contracts with LAND consultants

The idea was here that a LAND starter could get advice or support from a consultant and could get the fee partly reimbursed. I developed this idea to support the potential LAND centres because the association received many inquiries around getting a permaculture designer or consultant to help with the design of their garden or house. But mostly they would not be able to afford the service. With this reimbursement, the consultant and designers could promote themselves and make it affordable for people to have them provide services. This idea developed together with the Support for activities, exchange of skills and events into the LAND grant to cover it all.

LAND grant

The idea behind the grant was to support more activities within permaculture and specifically at LAND centres. Depending on the funding this can be left out of a LAND network design or be more elaborated with bigger support. Below is the Guide to the LAND grant, i.e. what activities are supported and what the intention is:

- Transportation grants are available for students for courses at a LAND centre up to DKK 300.
- Funding can be given to dissemination events (lectures, guided tours, workshops) for LAND centre staff up to DKK 500
- Funding is available for transportation for a group (minimum 10 people) who come to visit a LAND centre, for example school classes, up to DKK 1000.
- Funding is provided to a LAND adviser consultancy work for a customer who wants to set up a LAND centre - up to DKK 500

The idea is to make it beneficial for a LAND centre to have more activities. Typically, people say that it takes too much time to perform, for example, a tour - 500 DKK should make it easier to make time.

The aim is to make LAND centres financially sustainable, so you can actually live on doing permaculture, i.e. catch and store energy from the activities the LAND people love to do. In effect that would mean that LAND centre dwellers need less paid work outside the LAND centre.

The funding is meant as an encouragement for more activities and more attention to permaculture and writing about permaculture. It is important that the activities supported are described, so that news is produced for the Permaculture-Danmark.dk website, facebook and reporting back to donors and ourselves about the good things that have happened.

Being a LAND centre, the students can apply for a refund of 300 DKK for transport – in exchange for writing a good story with a photo about the course. A PDC can be supported with DKK 500 for the LAND centre plus writing a good story. It thus generally makes more sense to apply for funding for shorter dissemination activities.

An application form to apply for funding for activities, i.e. dissemination/talks/tours, group visits, transport reimbursement and consultancy supplement is here (in Danish):

https://docs.google.com/forms/d/1dOy9ZtBWJrAtkuZYJPbhuFwmvVXmUSGEjl1krIVXx4I/viewform

All forms, documents and reports are available at the website (in Danish): http://permakultur-danmark.dk/land-2/

It is also important that LAND works as a brand used and recognized as a mark of quality. Advertised courses and workshops etc. must thus have the LAND logo visible and websites should link to LAND. The LAND centres are generally very good at promoting LAND on their websites, on posters in their garden and to speak about LAND at events and workshops.

Evaluation Seminar for LAND centres - the LAND Gathering

The Evaluation Seminar was renamed the LAND Gathering. In November 2014 the first LAND gathering will be held to celebrate one year of LAND. The LAND gathering will be used to monitor progress with the LAND centres and to evaluate how to move forward. I will use the PMI thinking tool to capture the learning from the first year of LAND.

We will use Open Space technology to create a framework for the different discussions. An invitation to come forward with subject for the Open Space was sent out two months before the LAND gathering.

The LAND network faces some challenges: There is no funding approved for 2015 onwards; Is there enough interest to carry on without funding? How to fund the LAND coordinator and activities in the network? In effect, the LAND gathering becomes a challenge in creatively using and responding to change. The problem being the solution we might come up with a good system for energy exchange instead of funding from donors.

The LAND gathering will also celebrate the accreditation of (hopefully) three more LAND centres and one assessment will be done on the site where we have the meeting. This is a meeting that performs many functions.

Designing a Guideline for setting up a LAND project in your country

As the European Permaculture Teachers' Partnership was nearing the end, we were a handful of people eager to use the energy of the partnership to move forward with a next European project. The LAND concept was a good vehicle to be carried forward on a European scale. The idea of visiting LAND centres all over Europe and with all the connections and beneficial outcomes that could have for practitioners and educators was appealing to me. I fully supported setting up a meeting in January 2014 for the countries interested in a European LAND network.

We met in Berlin and designed the outline for the Permaculture Learning, Action, Network, Training project. The project will not be described here because that is another design. However, I worked with Alan Thornton, LAND coordinator PAUK, to design a guideline for setting up a LAND network in a country based on experiences from England, Scotland, Wales and Denmark. Louise Cartwright added comments and ideas.

The funding is much different between UK and Denmark and the capacity of the associations also. Mostly, permaculture associations in Europe are less well funded and have less capacity than PAUK. The guideline for setting up a LAND network reflects these different situations. For example, there might only be one or very few active people in a country, so it starts with a person seeing the benefits in setting up a LAND project both personally and to increase activities in the country. If this person can fundraise and hold a project together, the person might be the only one that can be LAND coordinator, at least to start with.

It's a different situation in UK where the funding was enough to employ a person to take care of the project within a larger organisation.

The Guideline is found in the appendix.

Adjustments to the project

Adjustments were done in the LAND centre criteria to add some central Nordic aspects.

The newsletter was not intended to be a separate LAND newsletter, but the rate of newsletters coming out allowed for more news from the association. The LAND newsletter was sent out when it was necessary to inform people, for example to invite people to the LAND gathering and one year celebration.

More adjustments will be made as a result of the LAND gathering where different topics will be discussed concerning the future of the LAND project in Denmark. However, the project funding by the Ministry of Environment stops by the end of December 2014 and I consider that the end of the first phase of the LAND project. The changes we discuss at the LAND Gathering will reach into the future of 2015-16-17.

Monitoring

LAND centres report on nos. of visitors and volunteers

Built into the documentation of the project is monitoring of its results. I.e. documentation is created about the LAND centres via their application and the LAND grant; reports are created regarding activities and visitors and volunteers to LAND centres; a record is kept of how many people apply for funding regarding the activities and visits. The form is available online in Danish here: http://permakultur-danmark.dk/wp-content/uploads/2014/01/Registrering-af-aktiviteter-g%C3%A6ster-og-frivillige-p%C3%A5-LAND-Centre.pdf

Based on this documentation it is possible to adapt the strategies to enhance networking and learning through the system and create new opportunities for people to engage with LAND centres and the network.

So far more than 1000 people visited one of the three LAND centres in less than six months after the first accreditations (April-September 2014). 30 tours, 8 courses and 5 presentations have been held at LAND centres and 260 volunteers and visitors have participated in workdays.

The interest exceeds the expectations!



Sharing skills and knowledge is essential to permaculture demonstration sites.



Anne Moloney during the LAND assessment showing a combined hügel culture, key hole bed and compost bin at her coming LAND centre on Fejø.

Assessment of progress

Is the design working as intended? Do people like the concept and are they willing to engage with it? What else is needed to fulfil the needs of a budding network?

- So far (September 2014) the network is expanding. Three centres have been accredited and two
 more have been assessed and are expected to be accredited soon, which will then fulfil the
 requirements from the donor side. A few more have expressed interest. The bottleneck seems to be
 getting the LAND advisors to do the assessments. We have agreed to be two or more in the
 beginning for the first assessments to be able to learn and get a good understanding of the role of
 LAND assessor before working alone.
- November 2014: the three centres in the pipeline have not yet accomplished to fulfil the criteria, but hopefully they will accomplish this before the LAND gathering so that they can be celebrated.
- LAND centres could be more active in promoting activities on the association website for example. I encourage them to post activities on the website.
- Some LAND advisors and centres are more active and supportive than others. It is still a fragile
 constellation and still needs building up of the concept and the recognition of LAND as a quality
 brand.

- Some challenges in getting IT people to commit to upgrading web-site for LAND purpose. Volunteer
 work is great but unreliable. I have done the tasks myself to keep some momentum. I have learned
 from the process in terms of knowing how to upgrade the web-site for these specific pages. But I
 haven't learned how to motivate volunteers enough for them to do the job.
- Three people have applied for the funding of activities within the LAND network. I have made the
 LAND centres aware of this opportunity by sending out an email headlined "Spend the money!". It
 helped in getting in an article about an activity. Update: Now one non-accredited applicant (LAND
 Starter) has applied, despite not being eligible yet.
- Will the LAND funding function as intended? Which is to stimulate more activities and create more awareness of permaculture? Next monitoring round will show if LAND centres use the funding opportunity and send information materials back.
- The cooperation with the other green organisations is slower and more complicated than I thought it would be. Part of the work relies on volunteers who are sometimes unreliable. I prefer to work with professionals if the budget allows.

Economy in LAND centres

The intention was to monitor the income of LAND centres from their LAND activities. However, no LAND centres have so far reported back on their economy. This is a subject worth a closer look and possibly a detailed assessment of how their livelihoods have changed with the LAND project. This is probably too soon to assess, but an effort will be made to answer the original question about how to create a livelihood based on a LAND centre.

Events and activities

The events and activities are reported on the same form as the visitors and volunteers. I have made funding available for the LAND centres to write about their event or workshop, simply a photo and a sentence or two, to document activities in the network. I put the articles on the website and if the timing is right in the newsletter.

Budget and accounts of the Association presented

Each year between April and June, the association has its general assembly with presentation of the accounts and budget for the projects in the association.

LAND will also account for its activities. This was done already in April 2014 at the General Assembly and will be done again in 2015 and following years if there are any accounts to present.

Maintain identification of new LAND centres

Even though no new funding has been obtained yet, the LAND network will continue. I will still work as the LAND coordinator and try to raise more money for the network.

An application was sent to the Ministry of Environment for a continuation of the LAND network with five workshops in 2015 and 2016. However, it was not accepted.

Reflection

The LAND project is a concept I really believe in because I've seen it work in UK. I think my determination has an infectious way of working, because people buy into the project and they are generally keen to be part of the LAND network if they have the possibility.

I have used what I could from the English LAND project and adapted it into a Danish context. I've invented a few things that I thought would be beneficial for us.

No project is flawless and the UK LAND project also has its drawbacks, but they are manageable. Assuring quality and continuity of LAND centres is one of them. Keeping up engagement in the project is possibly the most challenging fact.

Using Appreciative Inquiry methods is a way of approaching a "problem" with a positive attitude. I did a course and exam in Appreciative Inquiry in 2005 while working with development business and religious aspects of forest management in Nepal. It's an approach I use not explicitly but it does guide my focus and reminds me of keeping a positive and open minded attitude. I have included it here because it influences my work as a project manager and it can be great inspiration for others to get to know.

I've struggled some with volunteers who promise to take care of certain tasks but fail to do it anyway. This has caused some delays on the time schedule and I'm thinking sometimes that it is faster and better to do everything by myself. There is a balance to strike between involvement of others and doing it yourself.

All in all the project is running really well and I feel I'm on top of it. It gives assurance and security to know how the UK LAND project is running and has been developing over the last 4-5 years. It's very interesting to start a project like that from scratch, make own experiences with it and comparing the development with that of the UK project. Some things are the same while others have been solved differently. For example the much smaller funding and being able to get the UK coordinator to facilitate a workshop on assessment.

It's been a pleasure to work with the Public Relations strategy and communication around the LAND project. I am happy that I can apply some of my formal skills to further permaculture in Denmark and train myself this way. Since being the LAND coordinator is presently my primary occupation it is important for me to develop skills within this function.

The Danish LAND project is still in its implementation stage, soon to get into evaluation. With the evaluation comes more learning and guidance for how the next phase of LAND Denmark will turn out.

Reflecting on the process

I used OBREDIM since the beginning of the project, apart from the very first observations. The reason why I chose OBREDIM was the Evaluation stage in the middle of the process, which fit nicely with what I intended to do, namely evaluate the feedback from stakeholders and being explicit about the boundaries and resources available in the Danish permaculture network before making a design for the LAND network and sending the application.

Since the project is quite big and needed adapting underway, I went back to do some more observation and analysis once the application was accepted and implementation started. As part of the write up process, I first described this as a second OBREDIM, however, this was just confusing the presentation of the design. When I realised this I went back to the design first set out in the application and proceeded to describe the

actions taken according to the implementation plan. This made the whole write up more fluent and without having to repeat myself, just for the sake of writing this document.

The write up process can become too rigid and cumbersome in following the "boxes" that the standard models are, like OBREDIM and SADIM. Reality is usually much more fluid with unforeseen events changing the plans. Trying to fit fluid reality into a straight model does not always yield a good result, but challenges the designer to a find a way to allow for design changes in the design models.

I have felt mostly well supported in the process and the Advisory Board has worked with some members being active, while others have not. This was to be expected.

...Plans are useless but planning is indispensable...

D.D. Eisenhower

Next steps:

- The next application was sent to the Ministry of Environment for a series of workshops in the LAND network 2015-16. The workshops were identified through a <u>questionnaire</u>. However, the application was not awarded. Need to do more fundraising for my salary as LAND coordinator to keep my permaculture livelihood possible.
- Identify good funding opportunities together with advisors and LAND centres.
- If funding is not obtained, a resilient way should be worked out building on energy exchange, a national LETS or other system to keep everyone in the abundance loop.
- Keep posting news, updating website and writing articles to keep the LAND momentum going.
- Encourage LAND advisors and centres to produce information and education materials.
- Organise LAND evaluation meeting in November 2014.
- Study volunteer management.
- Do another round of OBREDIM to adapt the LAND project to its users and adjust Gantt diagram.
- Keep in touch with other green organisations
- Ask LAND UK coordinator about their network

Accreditation criteria

Demonstrating Design Skills	Applying permaculture in my own life
 Project management OBREDIM Communication design Stakeholder analysis Questionnaires Forms, schemes 	I believe in the concept of the LAND project so much that I have decided that I want to make a LAND centre out of my own place.
Learning from and developing your	Applying permaculture to my work and
permaculture practice	projects
Project management is a skill that I acquired years ago when working with NGOs. It is reassuring to have this background and then building on it with permaculture tools. I still need some skills around volunteer management. Using a Public Relations strategy to further permaculture is beneficial for me and for the association and the role of LAND coordinator has given me new challenges.	Using Holmgren's domains this project is within Culture and Education, while in the 12 categories Education/ Administration/ Community Development categories would apply.

Appendix

Short guide on how to create a network of permaculture public demonstration projects

Alan Thornton & Louise Cartwright, Permaculture Association of Britain

Cathrine Dolleris, LAND Danmark

For our permaculture movement to grow people need to encounter excellent permaculture design looks, feels, tastes, sounds and smells like. When people here at the Permaculture Association in Britain ask us where to encounter permaculture in action, we have a long list of suitable places to suggest through the Learning And Network Demonstration (LAND) network. Building a demonstration network meets these needs.

This guide draws on the development of the LAND networks in England, Scotland and Denmark and runs through the steps needed to create your own. There are helpful links from these countries for almost all of the steps at http://s.coop/demonstration. We have found that the development of demonstration networks is easier when there is a national permaculture association and several permaculture demonstration projects. In North America it may be possible to do this at the scale of a state.

This guide is a menu of steps, some of which will be suitable to your circumstances, and some not. Similarly you may need or want to set up your network in a different sequence. This guide will be useful to you even if you don't have access to grant funding or are part of a self-organised peer-network, without a national or state body.

<u>Roles</u>

Projects: Places with people who can demonstrate permaculture to others.

Steering Group: Team that oversees overall strategy, but not day-to-day management.

Coordinator: Day-to-day coordination of the process.

Advisory Group: Body of expert permaculture designers who independently consider the recommendations of the tutors.

Tutors: Permaculture designers (ideally tutors of the Permaculture Diploma) who assess whether the projects meet the design criteria and support them to.

Centres: Projects that have been confirmed to be excellent public demonstrations of permaculture design.

Learners: Projects that are working towards meeting all the essential criteria to be an excellent public demonstration of permaculture design.

NB There might not be enough people in your country or state to fill all of these roles, if this is the case you could facilitate an open process where interested people identify themselves for specific roles.

1. Recruit a Steering Group

It can be difficult for a coordinator to maintain the impetus and hold together practical management tasks with a strategic overview. It may be helpful to draw together a small steering group to guide the process. It may also be appropriate for this group to be a sub-group of a national association's board of directors or trustees. The Steering Group brings together wisdom and experience with enthusiasm and encouragement.

2. Recruit coordinator

The coordinator is the key role, involving: partnership development; administration of the process; encouragement and sign-posting to individual demonstration projects. If the network or organisation you're working with lacks the capacity to appoint a coordinator, the coordinator can self- appoint for the initial period. It is worth considering applying for grant funding in order to pay the Coordinator. Grant funding will allow them to work intensively and consistently to develop the network. The coordinator may need training in the form of a visit to a permaculture demonstration network in Europe.

3. Initial survey of projects to assess level of interest and capabilities

A short online survey helps to understand the number of potential projects and how ready they will be to participate in the development of the demonstration network. The link to the survey needs to be sent to as many potential projects and partners as possible. There are free online survey systems you can use including Google Forms and SurveyMonkey. It is good practice to conduct this survey before you start fundraising as it will support your grant application by demonstrating level of need. To establish a demonstration network you will need at least three Centres.

4. Secure grant funding

Grant funding is useful for the initial start-up of your network. Obtaining grant funding means that the coordinator can work intensively and consistently on the development of the network and other costs such as volunteer subsistence and travel are covered. At this point it's important to think which of these project elements you can get for free and which you'd like to get a grant fund for including: part-time coordinator; office support for coordinator; tutor time and travel; website and promotional materials; training events and travel to them.

5. Recruit to Advisory Group

The Advisory Group is a team of expert permaculture designers who independently consider assessor recommendations and decide whether the projects meet the criteria. An effective method to use for managing the group is email groups with shared document storage space (e.g. DropBox or GoogleDrive). Ideally the group is made up of well respected 'elders' of the permaculture movement as well as reflecting some of the diversity of the movement. In the likely event that Tutors are part of the Advisory Group they cannot comment on projects they have assessed or supported themselves – they need to declare an interest. The Advisory Group should be between 3 and 5 people to avoid unnecessary complexity over project decisions.

6. Identify designers with appropriate skills and capacity to be Tutors

A simple benchmark for suitable Tutors is to ascertain whether they are tutors of the Permaculture Diploma. In many countries there is an insufficient number or geographical spread of tutors. This means you will need to run a training event to ensure that there is a body of suitable assessors in your network .These people can be from permaculture projects that apply to be part of the network. The training event could include presentations from coordinators who run developed networks, such as England and Scotland. You will need to determine how much the tutor will be paid for the assessment and support visits, and devise a suitable contract for self-employment. If you have grant funding this is an important cost to include in your

initial budget.

7. Development of assessment criteria

The criteria ensure that projects adhere to the ethics and principles of permaculture and follow a permaculture design approach. The criteria ensure that LAND projects can be confidently presented as the "shop front" for the permaculture movement. It is helpful to distinguish between the essential and desirable criteria and make sure the list isn't too long or onerous. The Steering Group, Coordinator, Advisory Group, Tutors and potential projects will all have useful insights on what the criteria should be. Feel free to use the criteria from England, Scotland and Denmark as starting points. You may want to include a clause about exceptional circumstances to allow you a little bit of flexibility.

8. Develop information materials and website

Before you launch the network take time to develop well written and attractive resources. You will need web-pages that explain how the network works, how to apply and the potential to add project profile pages, linked to a map. A small set of exhibition posters is helpful. You will need to write an application form which could be a text document or an online form (like Google Forms).

9. Launch

Now is the time to tell the world about the recent network and recruit projects to apply. Have a think about the most useful communication channels available to you: email lists, personal invitations to people on your database, social media, articles other people's newsletters and magazines. The launch is a major milestone so it is good to have some sort of event focussing on the exciting potential of the network. The launch could be embedded in, or adjacent in time to, an event that is already planned (like a convergence or gathering). This helps reduce the amount of organising needed so you can focus on other important tasks.

10. Projects apply to be part of the network as Centres or Learners.

The coordinator will receive questions from projects about whether they meet the criteria. Often these questions will come up again so document the response online to help other projects. The tutor support for Learners is intended to nurture them to become Centres, so if a project isn't quite ready encourage them to apply as a Learner. When a project applies to be a Centre or Learner they need to post a signed copy of the 'project declaration' form to the Coordinator.

11. Visits by Tutors to assess how well the projects meet the criteria

Once a project has applied to be part of the network a tutor will need to conduct an initial visit to find out how well the project meets the essential and desirable criteria. The coordinator will identify a suitable tutor, usually the closest to the project. The initial visit should take between 2-3 hours and be documented using a template form with photographs of different permaculture design elements. If there is a lack of tutors the Coordinator could take on the tutor's role, but it can be quite intensive and involve excessive travel On the other hand one person doing this can get more connections and enhance the network.

12. Recommendations passed on to the Advisory Group

The coordinator needs to assemble the relevant information for the Advisory Group to make a decision about whether the applicants are ready to be Centres. To do this they will need a report with their tutor's recommendations, pictures of the site and a site design. It may be helpful to send several reports at once to the Advisory Group. The coordinator should give the Advisory Group a month to agree on a decision before informing the applicant. It might be appropriate for the Centre status to be conditional upon some unambiguous conditions (e.g. necessary insurance). This has the benefit that when the project fulfils the conditions the Coordinator can confer the Centre status without needing to consult the Advisory Group. If a project does not meet all the essential criteria they automatically become a Learner and benefit from the ongoing support of a Tutor (if you have the capacity and are in the position to afford to pay for the tutor's time).

13. Celebration of new Centres

Whoopee! Now we're sure we've got some excellent public demonstrations of permaculture that we can show off to the world. Confirm it directly with the project with a phone call, letter and certificate. This is also an excellent time to tell the rest of the movement the good news that the Centre is an example of excellent permaculture design and is open to visitors. Do this through all your normal channels of communication: newsletter, email, at events & convergences, social media, articles in other people's newsletters.

14. Learners supported by tutors

Learner projects need ongoing support from tutors to work towards fulfilling all of the essential and desirable criteria. It is good practice to do this using a Learning Pathway document. This is easier if you have funding to cover the tutor's professional and travel costs.

15. Support for Centres to show permaculture to the world

To flourish in their role of being our permaculture shop-front Centres need support. Some of this can be coordinated centrally, like an attractive website profile page and a set of standard exhibition boards. The centre needs to be open to feedback from visitors. It is good practice to include a biennial check from peers to make sure that they are still meeting all the essential criteria. This should also be a learning opportunity about how to further improve the design. The coordinator can help the Centre monitor the number of visitors and volunteers.

16. Ongoing training events for Centres and Learners

Learners and Centres can learn a lot from sharing skills and experience. This can be online (e.g. Facebook group) or at skill-sharing gatherings. The projects themselves should decide the themes for these gatherings. How much the Coordinator organises these events will depend on their capacity. It is good for the Centres and Learners to play a leading role.

17. International networking and twinning

There are emerging networks in other parts of the world. It would be good for your network to make links with other permaculture demonstration projects across the world to support theirs and your development. This could be done by projects in your country or state twinning with a project on another part of the planet to explore the strengths of how you demonstrate permaculture to the world.

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LAND network posters

Posters next pages were designed in cooperation between me and Karoline Nolsø Aaen.

They are describing what a LAND centre is and the six first LAND centres, respectively.

Velkommen til Centret!

Du står lige nu i et akkrediteret permakultur demonstrationsprojekt, hvor du kan opleve og se permakultur i praksis.

Som LAND Center opfylder stedet nogle internationale krav, som er din garanti for at stedet er designet efter permakulturprincipper og metoder.

På LAND Centret kan du lade dig inspirere og lære om praktiske bæredygtige løsninger, som kan være med til at gøre din egen dagligdag mere miljø- og energiforsvarlig, -og ikke mindst sjovere og sundere for dig selv!

Vi håber du vil nyde dit ophold!

Med venlig hilsen

LAND

LAND Centret er med til:



Læring: At sikre en lærerig udveksling af færdigheder og træning af nye og erfarne praktikere.

Formidling: At undervise og dele viden via rundvisninger, foredrag og introduktion til permakul-

Frivillig: At gøre det muligt for frivillige, lokale og omrejsende permakultur-interesserede at deltage i stedets aktiviteter.

Besøg: At vise gode eksempler på bæredygtige løsninger via besøg og rundvisninger.

De danske LAND Centre er med i et europæisk netværk af permakultur-demonstrationsprojekter, som alle har til formål at give en god og lærerig oplevelse af praktisk permakultur.

Er du interesseret i at besøge andre LAND Centre kan du læse mere på permakultur-danmark.dk



Hvad er permakultur?

Permakultur er et helhedstænkende design system, der stiler efter at regenerere ressourcerne: Økologisk byggeri: Ny-bebyggelse og renovering af mad, energi, jord, luft og vand, samtidig med at vores daglige behov bliver opfyldt.

Med permakultur søger vi at give jorden mere end vi tager, vise omsorg og forståelse for vore medmennesker, og ikke mindst dele jordens ressourcer med hinanden.

Når vi designer efter permakulturprincipper har vi fokus på, at alle elementer skal være forbundet på en eller flere måder -og dermed have flere funktioner for os.

På den måde kan vi reducere energiforbruget og skabe en bedre balance mellem vores behov.

Det er godt for os, naturen og kommende generationer.



Permakulturdesign omfatter ofte alle eller nogle af følgende elementer:

ældre huse af byggematerialer med et minimalt økologisk fodaftryk. Byggematerialer kan være fornybare såsom træ, hør, halm og ler, eller være genbrugsmaterialer.

Havebrug: Dyrkning af fødevarer hvor vi bor. Recirkulering af næringsstoffer ved kompostering af køkkenaffald, animalsk gødning og toiletaffald.

Regenererende landbrugssystemer: Forsyning af sunde fødevarer til lokalområder fra dyrkningssystemer, der integrerer dyrehold og skovlandbrug med enårige afgrøder. Særligt fokus på regenerering af jord, biodiversitet og vandressourcer.

Vand: Genanvendelse af spildevand, opsamling af regnvand for at reducere forbruget af fossile vandreserver, samt etablering af vanddamme og søer for at øge biodiversitet og begrænse vandets afstrømning.

Energi: Systemer der er designet til at have et minimalt energiforbrug ved fortrinsvis at udnytte fornybare ressourcer (sol, vind, vand, etc.), eller biologiske ressourcer (træ, biomasse, etc.).

Fællesskaber: Forbindelse mellem folk, der kan styrke lokalsamfund og bygge modstandsdygtige lokalom-

Personlig udvikling: Systemer der opfylder personlige behov og øger jeg'ets selvudvikling og styrke.

Bæredygtig økonomi: Gældfri systemer, der udnytter

"Permakultur er logisk helhedstænkning"



Permakultur Demonstrationsnetværk



Byhaven 2200

Permakultur i byen, fællesskab, grøntsager & hügelbede.

I Byhaven 2200 dyrkes fødevarer i højbede mens miljøbevidsthed, frivilligt engagement og sociale bånd dyrkes i nabolaget.

Et vigtigt formål med projektet er at vise alternative måder at bruge offentlige rum på, såsom parker og grønne områder i byen. Byhaven 2200 er et illustrativt eksempel på regenerering af sociale strukturer, og at det er muligt, at en gruppe borgere får overdraget et centralt placeret, offentligt område, hvor de kan skabe en have i fællesskab. Det er en unik mulighed, og en interessant lærings- og tilpasningsproces for de mennesker, der er direkte involveret, dvs. kommunen (kontoransatte og gartnere), de mennesker der bor i området, og de frivillige i haven. Byhaven er med til at sætte spørgsmålstegn ved de almindelige anvendelser af det offentlige rum, og til at ændre på opfattelsen af ejerskab, ved at opfordre borgerne til at tage ansvar og bidrage til en bæredygtig udvikling i deres lokalområde.

Byhaven 2200 ligger i hjertet af Nørrebro, København og blev akkrediteret som det første danske LAND Center i foråret 2014. Haven er offentligt tilgængeligt hele året. Rundvisning og ture kan arrangeres via byhaven2200.dk

Fejø Retreat

Permakultur på Fejø, resiliente lokalsamfund, mindfulness

Fejø Retreat er permakultur med mennesket i fokus. Fejø Retreat er et tidligere husmandssted med ca. ni hektar jord, der er er udlagt i et permakulturdesign fra 2009. Designet har en realiseringsperiode på 20 år og består af tilplantet skov, rekreative områder og stier, samt dyrkning af fødevarer til tredive familier. En helbredende have er anlagt som fremvisningshave med flere hundrede planter med sundhedsfremmende egenskaber. Fejø Retreat tilbyder foruden muligheden for at trække sig tilbage, også at udarbejde design, kurser, rundvisninger, og praktikophold.

Fejø Retreat ligger på Fejø og blev akkrediteret i efteråret 2014. Besøg aftales med Anne Moloney på moloney@fejoe.dk. For mere info se: fejoeretreat.dk

Karensminde

Husmandsfornuft, omlægning, selvforsyning & planter.

Karensminde er et glimrende eksempel på udvikling af permakultur på et mindre husmandssted (6½ tdl.) i udkanten af Danmark. Fra at være en typisk landejendom med en lille have og bortforpagtede jorder, er visionen at Karensminde efter permakulturprincipper omlægges til en mere og mere selvforsynende enhed for en familie. Stedet viser, hvordan man som enkeltfamilie kan arbejde hen imod en forbedret driftsform med selvforsyning og økologi på selv et lille areal. Karensminde er, og skal fortsat primært være basis for en families hverdag, samtidig med at stedet funge rer som et inspirerende demonstrations- og kursuscenter. Det skal være et rart sted at være både som beboer og som gæst. På Karensminde fokuseres der på afprøvning af dyrkningsmetoder, forbedring og omlægning af stedets eksisterende elementer

Karensminde ligger på Bornholm og blev akkrediteret i efteråret 2014. Stedet kan besøges efter aftale med Kurt på **kurt.bornholm@gmail.com**

Permakulturhaven Myrrhis

Skovhave, planteskole, off-grid halmhus & selvforsyning.

Permakulturhaven Myrrhis er et omfattende permakulturprojekt, hvor alle aspekter af bæredygtig og regenererende livsstil er integreret. Her er alle permakulturprincipper omsat i praksis.

Projektet er et levende eksempel på hvordan degraderet landbrugsjord kan forvandles til et produktivt og frodigt hjem med en yderst mangfoldig skovhave og køkkenhave, integreret dyrehold, et stort drivhus, planteskole med fokus på flerårige grøntsager og permakulturplanter, et lavenergi-halmhus bestående af et lille opvarmet kernehus, koldrum og udestue, samt vidensdeling i form af kurser, rundvisninger og foredrag. Permakulturhaven Myrrhis er et helhedstænkende permakulturdesign fra jordbund til tagryg.

Permakulturhaven Myrrhis ligger i økolandsbyen Friland på Djursland og blev akkrediteret i foråret 2014. Myrrhis kan besøges ved at kontakte Karoline og Tycho via **permakulturhaven.dk**

Kærbakkens Permahave

Permakultur på Samsø, selvforsyning, skov- & permahave.

Birgit Rothmanns selvforsynende permahave viser transformationen fra landsbyhave til spiselig skovhave. Kærbakkens Permahave har fokus på designproces, bæredygtige dyrkningsprincipper, jordprocesser, flerårige grøntsager, blandingskulturer og skovhaver.

Hovedprincippet i haven er omsorg for naturen og biodiversitet. Det gøres ved at afspejle naturen og arbejde med den i skovhavetankerne, i designet, i mønstrene. Det vigtigste arbejde i haven er opbygning af jorden ved hjælp af kompost, dyregødning, jorddække, brug af tang og kvælstoffikserende planter. Haven har stor vægt på et mangfoldigt dyreliv med rovinsekter og selvfodrende systemer. Opbygning af et godt mikroklima i haven laves ved hjælp af rum, skabt af planter, hegn og sollommer. Regnvand opsamles og energiforbruget er reduceret bl.a. ved hjælp af drivhus på muren, beplantning omkring og på murene. Alt haveaffaldet genbruges i kompost eller anvendes i hügelbede. Kærbakkens Permahave er en del af et større projekt på Samsø, hvor udbredelsen af permakultur er centralt. Projektet omfatter fælles arrangementer, kurser og design af skovhaver.

Kærbakkens Permahave ligger i Haarmark på Samsø og blev akkrediteret i foråret 2014. Haven kan besøges ved henvendelse til Birgit Rothmann på birgit-@galleri-rothmann.dk. For mere info se: galleriothmann.dk

Naturplanteskolen

Flerårige spiselige planter, bæredygtige haver.

Naturplanteskolen er en forening, som formidler og inspirerer til bæredygtigt havebrug gennem brug af flerårige spiselige planter. Planteskolen bor på en gammel selvforsynende ejendom fra 1794, tæt på København. Sortimentet af spiselige planter overstiger 250 typer, arter og sorter. Naturplanteskolen tilbyder bl.a. workshops, kurser, plantedage, byhave kick-off og havecrawls.

Naturplanteskolen blev akkrediteret i efteråret 2014 og ligger ved Hedehusene. Planteskolens åbningstider kan ses via **naturplanteskolen.dk**

