COMMUNITY OF ORGANIZATIONS

PROGRESS & ROADMAP ↘

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11th Hour Project
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Initiative

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Executive Summary

The Community of Organizations (CoO) has evolved from conversations at DWeb Camp in August 2024 into a functioning, cross-organizational collaboration addressing fundamental challenges in scaling open-source, public good-oriented agricultural technology. Our journey represents a shift from project-based funding toward sustainable collective action that builds lasting value for farming communities.

The CoO is a pass-through, community membership framework for members to:

- Share operating services
- Discuss and propose collective actions, including funding, integrations, and more
- Meet consistently, using collaborative processes to work better together
- Iteratively align on strategy

Through this shared experience, we have identified our mission: to build technology that enables Food and Data Sovereignty in ways that are open and collaborative, while building and retaining value in the communities we serve.

We are a unique form of collaboration—member-driven and member-first, with each organization retaining autonomy while supporting each others' success. We maintain clear frameworks for working together while welcoming new members who share our values. Together, we advance the agricultural technology commons while supporting the financial, organizational, and personal success necessary for sustainable long-term impact.

With the 11th Hour Project and NoRegrets Initiative's catalytic funding, we have established the MOU framework, completed an Innovation Accounting methodology, and developed an approach for resource sharing—all critical infrastructure for non-hierarchical collaboration.

Our first integration project plans to connect LiteFarm, Open Food Network, and Market Organic through standards-based APIs, embodying our shared vision for interoperable systems, demonstrating our values in action, and testing our ability to collaborate effectively. As we continue this work, we remain committed to creating replicable processes others can adopt, exploring cooperative principles, and documenting our journey—honoring the original DWeb vision while incorporating lessons from implementation in order to build an agricultural technology commons that truly serves the communities it supports.

Origins

The DWeb Catalyst

The Community of Organizations (CoO) emerged from the Decentralized Web (DWeb) Camp's agriculture track in August 2024. This gathering brought together diverse contributors from technology, farming, and food systems who recognized the need for alternatives to increasingly consolidated agricultural technology.

Participants at DWeb explored several interconnected challenges: supporting agroecological practices through distributed technologies, creating equitable digital infrastructure for farming communities, developing technology that generates public benefit while respecting diverse knowledge systems, and—perhaps most critically—moving open-source agricultural projects beyond short-term funding cycles toward sustained impact and organizational autonomy.

DWEB CAMP, AUGUST 2024

The 11th Hour Project and NoRegrets Initiative provided initial funding to transform these discussions into concrete action. Their support enabled the development of the Enterprise and Utility layer concept, which evolved into today's CoO framework. This structured approach created a pathway for open-source agricultural projects to collaborate strategically while working toward financial and operational sustainability.

The initiative progressed through key development phases including learning the Innovation Accounting methodology and preparations for the Gathering for Open Ag Tech (GOAT) and subsequent refinement of both our CoO framework and a pilot integration project. This evolution from conceptual discussions to formal collaboration established the foundation for the CoO as a practical response to the need for community-oriented agricultural technology that can thrive beyond traditional project-based funding constraints.

Our Vision & Purpose

Transforming Food and Agricultural Systems

The Urgent Need for Alternative & Open Agriculture

Today's agricultural technology landscape increasingly favors large-scale, proprietary solutions that reinforce existing power imbalances. These technologies are built on legacies of colonization, extraction, and consolidation, concentrating wealth and power while displacing local knowledge and community connections. As digital infrastructure becomes as critical as physical infrastructure for agricultural success, farmers find themselves dependent on closed platforms that extract their data without providing proportional value in return.

This extractive model perpetuates cycles of dependency, reducing the autonomy of small-scale farmers and other food providers while undermining local sovereignty. The standardized, top-down solutions that dominate the market overshadow community-driven approaches, leading to a loss of traditional knowledge and often contributing to environmental degradation.

As illustrated in Figure 1, the current landscape of the agricultural technology ecosystem reveals concerning patterns of centralization, with major cloud providers and tech companies forming the concentrated hub from which agricultural technology services radiate outward. This visualization shows the concept of digital 'enclosure' — just as common lands were historically fenced off by landowners, today's digital agricultural commons are being enclosed by “Big Ag” and tech giants, creating dependency rather than autonomy for farmers.

Figure 1. Collaboration between Big Tech companies, multinational agribusinesses, start-ups and public institutions. From Sauvagerd, M., Mayer, M., & Hartmann, M. (2024). Big Data & Society, 11(4). https://doi.org/10.1177/20539517241306365 (Original work published 2024)

The urgency of climate change, coupled with growing demands for transparency and ethical production in food systems, creates a pivotal moment for reimagining agricultural technology. As noted in the "Exit to the Commons" paper by Samuel Oslund, "the concept of Exclosure... is a reverse of this process" of historical enclosure, proposing "a form of reverse accumulation, where a commons is seeded by private capital" (Exit to the Commons Concept Note). We have an opportunity to reverse the historical pattern of enclosure and build technology that generates public goods rather than extracting private value.

Our Vision, Purpose & Theory of Change

The Community of Organizations is driven by a singular purpose: to transform the future of farming through open-source and decentralized technologies that enable food and data sovereignty as fundamental rights. Our vision, refined through collaborative dialogue, is "to build technology that enables Food and Data Sovereignty in ways that are open and collaborative, while building and retaining value in the communities we serve."

We envision an agricultural technology ecosystem where:

- Farmers experience increased financial returns and improved margins
- Cooperative enterprises in agricultural technology are strengthened
- Digital infrastructure is open and decentralized rather than siloed and closed
- Digital and physical infrastructure is cooperatively owned with appropriate benefits
- Agricultural data quality is enhanced for researchers and the knowledge commons
- Tools are built for utility and owned collectively rather than for exploitation

Our theory of change centers on creating viable alternatives to the current extractive model through collaboration and shared ownership. We believe that by building technology differently—specifically through collaborative, non-hierarchical, bottom-up processes—we can deliver solutions that solve real problems, increase market access, reduce financial intermediaries, and enfranchise farmers as owners of the digital infrastructures they depend upon.

This vision balances cooperative principles with public goods frameworks. Member organizations bring complementary strengths—some closely aligned with cooperative models, others focused on public goods creation—united by our commitment to building technology that builds value in communities rather than extracting it.

What makes our approach transformative is its anti-consolidation stance and commitment to federation and interoperability over monopolistic platform development. While conventional agricultural technology development increasingly tends toward platform lock-in, we emphasize horizontal collaboration and reusable components that maintain community autonomy rather than dependency. Our approach emphasizes distributed integration: building shared infrastructure through open standards and bottom-up collaboration, enabling broader alignment without compromising the autonomy of its participants (Dawson Jr et al., 2024).

In this model, integration does not mean centralization—it means coordination across community-owned layers of the stack, from data standards to farm management systems and marketplaces. Our aim is to integrate tools in ways that strengthen ecosystem interdependence without eroding local autonomy. This allows producer networks, cooperatives, and regional actors to benefit from the efficiencies of integration while maintaining sovereignty over their data, tools, and decision-making processes.

For members of the CoO, this translates into a practical and compelling value proposition. Rather than concentrating capacity or decision-making in a central entity, our model enables diverse organizations to coordinate through shared services and cooperative tooling—without giving up their independence. Our approach delivers value to CoO participants through several key mechanisms:

- **Shared Operating Services**—Reducing individual organizational burden through cost-plus agreements that ensure equitable access and sustainable operations.
- **Collective Development**—Collaboratively building and maintaining open agricultural technology standards and implementations.
- **Trust-Based Processes**—Establishing consistent communication and collaboration practices across regions, platforms, and communities.
- **Iterative Alignment**—Responding to emerging challenges through collaborative strategy development and co-evolution, not centralized control.

This vision builds upon the original DWeb and DFood concepts while incorporating the practical lessons we've learned through our initial collaboration. We maintain the emphasis on non-extractive technology that generates public goods and the dual-layer approach of utilities (common needs and shared outputs) and enterprise (delivering scalable services), but we've evolved these concepts based on our collective experience implementing them.

In doing so, our internal processes become a living prototype for the kind of agriculture system we're working toward at scale—distributed, cooperative, resilient, and rooted in shared stewardship rather than extractive control.

Metrics Framework: Measuring Our Progress

We plan to measure progress toward this vision by establishing a framework for metrics that aligns with our core values, guiding principles, and definitions of success (see Appendix). As part of getting our houses in order over the next 8-10 months, we will develop clear, measurable KPIs in areas including:

- Number of farmers and cooperatives using CoO technologies
- Approaches to measuring economic impact for farmers (e.g. "share of the food dollar")
- Growth in community-owned digital infrastructure
- Quality and quantity of data shared through FAIR/CARE principles
- Instances of successful technology collaboration among member organizations
- Organizational viability of member organizations (e.g. business models and financial sustainability)
- Development of open and replicable processes that others can adopt
- Expanded serviceable market through interoperability with industry-standard tools (e.g. Shopify and other ecommerce tools, creating network effects that help small organizations reach greater scale)
- Internal operational metrics (e.g. cost savings from shared services and cross-organizational knowledge sharing)

Through this approach, we are creating not just better technology but a fundamentally different relationship between technology providers and agricultural communities—one based on mutual benefit, shared ownership, and authentic commitment to sustainable futures.

Guiding Principles

Our Compass

The Community of Organizations operates through a set of shared values and principles that serve as our compass for decision-making and collaboration. These principles ground our work in ethical commitments while providing flexibility for diverse organizational approaches

Core Values Framework

Our guiding principles define our collective identity and commitment to building non-extractive technology:

- **Economic viability** means making decisions that enable members to survive and thrive in pursuit of our mission, without sacrificing long-term sustainability for short-term gains.

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- **Fair dealing** means seeking non-exploitative exchanges of value with members, customers, and stakeholders through transparent and equitable relationships.
- **Local food for people** means prioritizing food systems that value providers, support localization, and work with nature rather than against it.
- **Data sovereignty** respects individual ownership of data, implementing FAIR and CARE data principles across our technological ecosystem.
- **Mutual support** creates a foundation of solidarity where members default to supporting community organizations and fellow members.
- **Open-source development** encourages collaborative creation of publicly available technological resources with appropriate licensing that protects community interests.

Note: This represents the first version of our principles, established in Q4 2024. These principles will be collectively reviewed within ten months and may be revised based on our collective learnings and experiences.

Process Principles

How we work together is as important as what we create. Our collaboration is guided by four core process principles:

- **Decisions are bottom-up** – We reject top-down authority structures in favor of collaborative decision-making.
- **Participation is voluntary** – Members choose their level of engagement in collective actions.
- **Process + Trust = Collaboration** – We invest in trusted relationships and transparent processes as foundations for effective voluntary collaboration.
- **Learn as we go** – We take incremental steps, continuously evaluate our progress, and adapt our approach based on real-world outcomes.

GATHERING FOR OPEN AGRICULTURAL TECHNOLOGY (GOAT), NOVEMBER 2024

We prioritize open standards, APIs, and interoperability as essential elements of our technology ecosystem, enabling federation across diverse tools and platforms rather than creating closed systems that lead to dependency.

These principles specifically support organizational autonomy by preventing dependency on any single funding source or project. They empower members to maintain independent identities while benefiting from collective capabilities, creating a replicable model that others can adopt and customize to their contexts. By emphasizing process over rigid structures, we ensure our approach can evolve and remain relevant across diverse agricultural communities worldwide.

Definitions of Success

To translate our principles into meaningful action, we've developed shared definitions of success that help us evaluate our work and hold ourselves accountable. These questions will inform our progress measurement and evaluation:

- **Values Alignment:** Are we acting consistent with our values?
- **Quality of Execution:** Are we producing a best-in-class experience?
- **Producer Impact:** Are we creating value for producers?
- **Member Benefit:** Are we creating value for CoO members?
- **Financial Sustainability:** Are we supporting organizational and personal financial success?

These definitions of success help ensure our principles aren't just aspirational statements but practical guides for our collective work. They provide concrete criteria for evaluating initiatives, making decisions, and assessing our overall progress.

Details and examples of these definitions of success are linked in the Appendix. For more details on how these principles and success definitions are implemented through our collective actions, see the Collective Actions Database.

Foundation Building

What We've Accomplished

Since receiving initial funding from the 11th Hour Foundation and the NoRegrets Initiative following the DWeb Camp conference, our Community of Organizations has made significant progress in establishing the foundations for collaborative agricultural technology development. We have intentionally balanced developing workable processes with delivering tangible outcomes, recognizing that our evolution represents a "building the bus while driving it" approach to creating a new model for collaborative technology development.

Initial Funding Deployment

The original funding proposal outlined a phased approach to cultivating an ecosystem around shared principles. As detailed in that proposal, we allocated the initial funding toward critical foundation-building activities:

- Core team facilitation and community building to align organizations around common values
- Research and consulting support to develop appropriate collaboration frameworks
- Documentation services to capture learnings and create replicable processes
- Innovation Accounting training and coaching for participating organizations

This deployment has enabled us to test our hypothesis that a collaborative, non-hierarchical approach can effectively address the fragmentation and extractive tendencies in agricultural technology development.

A publicly accessible Open Collective web page showing the allocation and expenditure of initial funding is linked in the Appendix.

Key Milestones: 2024-2025

Our journey from concept to a functioning community has progressed through several crucial milestones. Each of these milestones represents not just a point in time but an evolution in our collective understanding of how we can work together effectively while maintaining organizational autonomy.

2024

AUGUST — **DWeb Camp**

- Conception of the enterprise and utility layers approach

SEPTEMBER - OCTOBER — **Community Formation**

- Weekly meetings established with a broader group
- Development of shared vocabulary and exploration of collaborative opportunities

NOVEMBER — **GOAT Gathering**

- First collaborative workshop and alignment sessions

NOVEMBER - JANUARY — **Innovation Accounting Program**

- Structured business model analysis & development

NOVEMBER - FEBRUARY — **Facilitated Small Group Process**

- Initial agreement among 4-5 organizations to formalize collaboration
- Focused sessions with smaller CoO group facilitated by Madelynn to refine collaboration structure and develop collective frameworks
- Identification of key integration opportunities across member organizations

FEBRUARY - APRIL — **MOU Development**

- Creation and refinement of operating agreement

MARCH — **Vancouver Gathering**

- In-depth development and formalization of collaboration frameworks
- Integration project development

MARCH - APRIL — **Integration Project Planning**

- Collaborative technical proposal development for integrating LiteFarm, Open Food Network, and Market Organic

2025

GOAT Gathering Outcomes

The Gathering for Open Agricultural Technology (GOAT) in November 2024 provided a crucial opportunity for in-person collaboration that catalyzed several important outcomes:

- Formalization of intent to collaborate among participating organizations
- Initial discussion and conceptualization of the integration pilot project
- Consolidation of the Innovation Accounting cohort
- Development of preliminary shared vocabulary and alignment on mission
- "Friendly GOATank" event where teams presented early integration concepts
- Identification of potential shared services opportunities

These gathering outcomes laid the groundwork for deeper collaboration by establishing personal connections and trust that have proven essential to our non-hierarchical approach.

GOAT 2024 SESSION ILLUSTRATION, JENNI OTTILIE KEPPLER

Innovation Accounting Program

The Innovation Accounting program provided structured methodology for aligning language, data, and concepts across our organizations while learning from each organization's previous experience and envisioned operational models.

This 6-week course helped us:

- **Map our collective products**, functions, stakeholders, and markets
- **Refine our product, business, and marketing strategies** through facilitated discussion
- **Model revenue and growth projections** for specific product integrations
- **Review outcomes and learnings** from individual models
- **Align product strategies** through group discussion

This process was particularly valuable in helping us identify potential market segmentation opportunities across our ecosystem:

- **Farm Records Systems:** LiteFarm and FarmOS
- **Sales Platforms:** OFN and Market Organic
- **Consulting Services:** Our Sci and COSSAF/SCOTF
- **Product Aggregation:** Discover Regenerative and Market Organic
- **Data Verification:** QLever/SADIE
- **Farmworker Data**: Entidad

The Innovation Accounting process helped clarify how our potentially overlapping products could be positioned for complementary rather than competitive relationships.

Vancouver Gathering

In March 2025, key representatives from our member organizations gathered in Vancouver for intensive work on collaboration frameworks. This trip produced several critical outcomes:

- Development of the initial MOU framework
- Articulation of our four high-level principles for collaboration
- Conceptualization of the cost-plus approach for shared services
- Refinement of the integration project proposal
- Agreement on decision-making processes and communication protocols
- Collective articulation of our vision, theory of change, and metrics to measure progress

This five-day immersion created self-determined collaboration protocols without imposing top-down control—a key differentiator from previous agricultural technology collaboratives. Through rigorous debate and shared experiences, we achieved breakthrough clarity on our direction while deepening essential relationships. The concentrated in-person time catalyzed progress that would have taken months virtually, demonstrating how effective face-to-face collaboration builds powerful foundations for lasting partnerships.

Tangible Outputs and Organizational Infrastructure

Beyond process development, we have created concrete outputs that demonstrate our collective capability:

- **Memorandum of Understanding:** A foundational document that defines our community, its membership benefits, and responsibilities
- **Cost-Plus Framework:** An economic model for non-extractive collaboration among member organizations
- **Standard Operating Procedures:** Protocols for collaboration that maintain autonomy while ensuring consistency
- **Integration Project Proposal:** A detailed technical plan for connecting LiteFarm, Open Food Network, and Market Organic in a practical test case of our collaborative approach

These outputs demonstrate our commitment to **open-source** and **community-ownership** principles in action. Most significantly, the LiteFarm-OFN project that began as a bilateral relationship has expanded to include additional partners and collaborators, resulting in a stronger, more comprehensive proposal than any single organization could have developed independently.

Our commitment extends beyond rhetoric to concrete action. Market Organic is finalizing its cooperative structure and bylaws this quarter, while Our Sci contributes valuable open source and public goods expertise. Open Food Network is working with Market Organic in adapting a federated cooperative governance model that balances shared infrastructure with local autonomy. LiteFarm, meanwhile, is exploring potential exit-to-community pathways to transition from a UBC-stewarded project to an autonomous organization. This diversity—spanning cooperative and commons-based models—builds practical foundations rather than theoretical abstractions, creating systems that truly retain value in communities.

The integration project exemplifies these principles, demonstrating how federation, interoperability, and shared development create value beyond what individual organizations could achieve alone. It represents a practical implementation of the concepts articulated during DWeb that bridges different organizational approaches while preserving autonomy.

Collaboration Framework Development: MOUs & SOPs

A core achievement of our initial phase has been the development of a Memorandum of Understanding (MOU) that provides a framework for our collaboration (see Appendix). We acknowledge that "governance" is a loaded term that, as Nathan Schneider observes in *Governable Spaces*, often carries "colonial legacies that privilege certain kinds of institutional arrangements over others" (Schneider 2024). Thus we have focused on creating practical mechanisms for working together effectively, rather than getting mired in overly theoretical governance debates that can stall, rather than support, successful and lasting collaboration.

The MOU serves several critical functions:

- Creates a framework for organizations to meet, present opportunities, and communicate consistently
- Establishes voluntary participation as a core principle, ensuring no member is forced to participate in any collective action
- Reinforces bottom-up decision-making rather than executive authority
- Provides a framework for shared services agreements
- Establishes a timeline for review and potential evolution (approximately 10 months)

This approach differs fundamentally from previous attempts at agricultural technology collaboration by emphasizing voluntary participation, member-determined processes, and economic sustainability through non-extractive internal economics. By focusing on practical processes and closed membership rather than rigid structures and open participation, we've created a framework that supports organizational autonomy while breaking dependency on project-based funding.

Importantly, the MOU is designed as a replicable model that other collaboratives could adopt and adapt, with clear documentation of our process for others to learn from.

Pilot Integration Project: Our Collaborative Model in Action

Building on discussions from Pie Ranch and GOAT, we've developed an integration project that serves as an ideal test case for our collaborative model. This project connects LiteFarm, Open Food Network (OFN), Market Organic, and OFN's Discover Regenerative site through interoperable, DFC-aligned APIs, creating practical value for regenerative and agroecological producers.

The integration project emerged organically from our collaborative discussions and represents a concrete implementation of many of our guiding principles:

- **Non-extractive technology** that enables producer control of data
- **Open standards and interoperability** through Data Food Consortium alignment
- **Cooperative management** of shared digital infrastructure
- **Value creation** for both farmers and participating organizations

This project validates our approach by demonstrating that we can collaborate effectively on technical implementation while maintaining organizational autonomy. Rather than creating another platform that extracts value from producers, we're building federated infrastructure that keeps producers at the center of data control and economic relationships.

The Integration Proposal represents our first significant collective action, with each participating organization contributing resources and expertise to a shared vision. This practical collaboration provides a real-world test of our collaboration mechanisms, shared resources approach, and commitment to open-source principles.

By connecting farm management, e-commerce, and discovery platforms, we're creating tangible value for producers while demonstrating the potential of our collaborative model to address systemic challenges in agricultural technology development.

Growth Trajectory

Next Phase Development

Building on our initial progress and the foundation we've established, the Community of Organizations is poised to enter its next phase of development. This section outlines our strategic roadmap for the coming 8-10 months (April-December 2025), detailing our approach to sustainable growth, scaling mechanisms, and key milestones as we move toward greater impact and resilience.

Strategic Direction

Our trajectory directly addresses the challenge identified in our initial work: moving beyond project-based funding cycles toward sustainable collaboration that builds lasting value for agricultural communities. We recognize the critical importance of creating replicable models and processes that others can adopt while maintaining organizational autonomy from centralized bureaucracy and traditional funding cycles.

Over the next phase, we will strengthen our collaborative infrastructure in three key ways:

- **Formalizing and Testing the MOU Framework:** We will fully implement and thoroughly test the MOU approach, documenting both successes and challenges to refine our model. We will conduct a formal review of the MOU in September 2025 (6-month mark), with the goal of evaluating, revising, and ratifying an updated version as needed. After the full 8-10 month period, we'll be positioned to evaluate whether more formal structures would benefit the community.
- **Expanding Collaborative Projects:** Building on our progress to date, we will identify and pursue additional collaborative opportunities within our ecosystem, focusing on initiatives that demonstrate the value of our shared approach while creating tangible and measurable benefits for farmers and agricultural communities.
- **Exploring Cooperative Principles:** We will investigate cooperative economic models as alternatives for sustainable financial flows among organizations without forcing premature commitment to specific structures. This exploration will examine how cooperative frameworks might enhance our ability to maintain community value while supporting organizational autonomy, potentially offering more equitable and resilient approaches to technology development than conventional capital structures.

Resource Development Strategy

To support sustainable growth of the Community of Organizations, we will:

- **Diversify Funding Streams**: Develop multiple avenues for financial sustainability beyond project-based funding, including membership contributions, service-based revenue, and aligned impact investment
- **Create Shared Resource Infrastructure**: Establish shared capabilities that reduce costs for individual organizations while strengthening the collective, such as common development resources, shared administrative functions, and collaborative grant management
- **Build Collective Capabilities**: Develop processes that enable member organizations to access specialized skills and expertise within the community through cost-plus agreements and skill-sharing mechanisms
- **Leverage Complementary Strengths**: Structure collaborative initiatives to maximize the unique strengths of member organizations, allowing for more efficient resource allocation and greater collective impact

Scaling and Implementation Plan

Our growth trajectory will unfold through three distinct phases focused on formalization, implementation, and evolution, each building on our commitment to "learn as we go." Throughout this process, we will:

- **Document for Replication**: Create templates, case studies, and process guides that make our model accessible to others
- **Develop Federated Capabilities**: Build shared services and a common technology stack accessible to all members
- **Prepare for Social Investment**: Develop financial models, value propositions, impact metrics, and sustainability frameworks that resonate with mission-aligned investors
- **Establish Onboarding Pathways**: Create clear processes for new organizations to join the community

By implementing these strategies, we will systematically reduce dependence on project-based funding while building a federated, cooperative digital ecosystem where land stewards retain sovereignty over their data, markets, and stories. This approach moves us closer to the "exit to community" vision where control, ownership, and stewardship ultimately transfers to those closest to the work.

Implementation Timeline, April to December

Our implementation timeline spans three phases, with specific milestones and activities structured to support our growth from formalization to investment readiness.

Phase 1: Establishment & Framework Activation (April-June 2025)

- Bi-weekly CoO Member Meetings: Continue regular meeting cadence (every two weeks)
- MOU Implementation: Activate the signed MOU framework
- Organizational Development Kickoff: Each organization begins or continues strategic development processes:
  - Our Sci: Business model and product strategy development
  - LiteFarm: Exploration of organizational viability, financial sustainability, and governance options
  - Open Food Network: Strategic direction review
  - Market Organic: Cooperative member enrollment, executing value delivery
- Cost-Plus Agreement Development: Finalize format and processes for internal service provision

Phase 2: Collaboration Development & Organizational Readiness (July-September 2025)

- Shared Service Implementation: Test first cost-plus service arrangements
- Collaborative Opportunity Evaluation: Assess and prioritize joint projects
- Documentation Framework: Establish templates for replicability
- Strategic Alignment Sessions: Dedicated time for cross-organizational strategic planning
- Process Documentation: Begin capturing lessons, successes, and challenges
- MOU Review (September 2025): Formal 6-month review of the MOU framework
- Membership Criteria Development: Finalize onboarding process for new organizations

Phase 3: Investment Readiness & Future Planning (October-December 2025)

- Financial Model Development: Create business models for next-phase funding
- Impact Metrics Framework: Develop aligned approach to measuring outcomes
- Social Investment Preparation: Develop pitch materials for aligned investors
- Comprehensive Documentation: Complete replicable process guides
- Decision Point on Structure: Evaluate options for formal structure based on MOU experience
- Next Phase Proposal: Create proposal for continued funding and growth

Deliverables

By December 2025, we will have delivered:

- A tested and documented collaborative model
- Organizational strategies ready for next-stage investment
- Multiple collaborative initiatives demonstrating real-world strategic impact
- An initial framework for cooperative technology development
- Templates and guides allowing others to adopt our approach

In alignment with our broader vision, these next steps represent crucial progress toward an agricultural technology landscape that truly serves the communities it aims to support, prioritizing collective benefit over extraction or dependency.

Reflections & Continuing Dialogue

As we reflect on our journey, we recognize that building the Community of Organizations is an evolving process rather than a fixed destination. Our collaborative efforts have yielded valuable insights while revealing areas for continued growth.

Key Insights from Initial Phase

Our experience has reinforced that effective collaboration requires both structured processes and authentic relationships. The Innovation Accounting program revealed complementary strengths across our organizations, demonstrating that economic sustainability and social impact can be mutually reinforcing.

Open Questions & Continuing Development

We honestly acknowledge that alignment is an ongoing conversation, not a destination. While we've articulated shared principles and goals, we continue to navigate differences in organizational priorities and perspectives. This tension serves as a source of resilience when approached with candor and transparency.

Several questions guide our continued dialogue:

- How might we refine our cost-plus approach while maintaining collaborative efficiency?
- What collaboration structures will best support our principles beyond the initial MOU?
- How can we balance standardization with local customization needs?
- How do we balance mutual support with pursuit of the most promising opportunities?

Strengths, Challenges & Invitation

Our assessment identifies both strengths (shared values, technical complementarity) and challenges (resource constraints, coordination complexity). The proposed integration project offers our first opportunity to test multi-organizational collaboration at scale.

We view this document as an invitation to ongoing dialogue with stakeholders and others creating similar collaborative models. We remain committed to documenting our process, believing one of our most valuable contributions lies in creating replicable patterns for cooperation that others can adapt. In the spirit of "learning as we go," we approach the next phase with both confidence in our collective capabilities and humility about the complexity ahead.

Appendix

Core Documents

1. Memorandum of Understanding
2. Project Budget (Open Collective)
3. Mission and Principles
4. Definitions of Success