FiBL

Systemic Effective

Strategy 2035

Contents

Thinking boldly ahead

We need new agricultural solutions to effectively protect natural resources and ensure healthy, safe food for all. Only by comprehensively understanding the causes and combating individual symptoms will we be able to overcome the key ecological and social challenges.

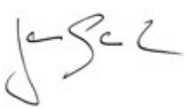
Our work at FiBL therefore focuses on optimising entire systems, rather than just individual components. Through our systemic research, we investigate the interconnectedness of soil, plants, animals and humans. We do this with great passion and the courage to take unconventional paths.

We aim to develop systemic and effective solutions. Systemic effectiveness is what matters to us. To achieve this goal, we work closely with practitioners – from the conception of a project through to implementation. After all, many questions first arise in the field and in the barn. That's exactly where our solutions should be implemented quickly and directly.

To effectively address pressing problems, we will focus on six thematic focus areas over the coming years. They describe the challenges currently dominating the agricultural and agrifood sectors:

1. Transformation of food systems
2. Climate resilience
3. Agrobiodiversity
4. Yield optimisation
5. Animal husbandry with a future
6. One Health

The six thematic focus areas also reflect central future issues in organic farming. They enable us to pool our expertise more effectively to achieve greater depth. Through the topics we have chosen and the way we approach them, we aim to set an example: Sustainable and viable food systems are possible. Together with practitioners, we aim to think and act boldly.



Jürn Sanders
Chairman of the Executive Board

Jürn Sanders explains FiBL's new strategy in this video.

fibl.org/strategy

Our mission:

"FiBL changes food systems effectively through research and knowledge exchange so that in the future, everyone can eat safely and healthily in harmony with nature."

We think ahead – systemically and effectively. More about our projects in the FiBL Activity Report.

fibl.org > About us > Activity report

The Research Institute of Organic Agriculture FiBL

FiBL is the world's leading research institute in the field of organic agriculture. As a systems research institute, FiBL has stood for interdisciplinary excellence, close collaboration with practitioners and a comprehensive exchange of knowledge along the entire value chain for over 50 years. Approximately 500 employees work for FiBL at locations in Switzerland, Germany, Austria, France and Brussels. They work on the development and implementation of sustainable food systems so that everyone can enjoy safe and healthy food in harmony with nature in the future.

The original FiBL campus in Frick, from which the other FiBL locations were established.

Our thematic focus areas:

1. Transformation of food systems
2. Climate resilience
3. Agrobiodiversity
4. Yield optimisation
5. Animal husbandry with a future
6. One Health

Thematic focus area 1

Transformation of food systems

Making global food systems healthy, fair and sustainable

The transformation of our food systems towards greater climate compatibility is urgently needed. However, this goal cannot be achieved without general environmental compatibility, social fairness and economic equity. FiBL will develop pragmatic solutions to this challenge at both the global and local levels.

Our work on the transformation of food systems should help to ensure that transformative processes are organised effectively, sustainably and in a socially just manner. Our goal is to align the value chain with current needs and challenges, ensuring the production of sufficient, healthy food within planetary boundaries while maintaining social and economic sustainability and fairness.

Relevance

Resource demands and thus the pressure on planetary boundaries continue to increase due to different global dynamics in the economy, demographics and politics. These developments affect agriculture in two ways. On the one hand, the sector can contribute to environmental pollution, including through greenhouse gas emissions, land-use change, and biodiversity loss. On the other hand, it depends on functioning ecosystems in various ways, which is why its production capacity declines when planetary boundaries are exceeded.

To overcome these challenges, many experts do not consider a system correction sufficient; rather, a transformation of food systems is needed, which will require changes over the next 10 to 15 years to avoid ecological tipping points. Otherwise, it is to be feared that a course correction will become much more difficult or no longer possible.

Our goals

- Modelling and describing sustainable food systems within planetary boundaries.
- Developing suitable governance models to promote and shape transformative processes.
- Developing concepts for increasing resource efficiency with the help of global material cycle models.
- Development of concrete transfer paths for production, trade and consumption at the regional level.
- Effective knowledge transfer through the provision of transdisciplinary, action-oriented knowledge

FiBL works globally with local partner organisations to combat poverty and improve the resilience of food systems in rural areas.

How we will achieve these goals

The transformation of food systems must be embedded within the global contexts of climate change, as well as demographic, economic and political developments. It must also be politically desired and regulated. For these reasons, global approaches and modelling play a key role in our approach. The aim is to develop comprehensive descriptions of the global connections between food systems and climate change. From these, we can derive actionable recommendations for governance.

However, the actual levels of action required for transformation are regional and practical. Therefore, the concrete development of transformation goals together with the relevant stakeholders at the production, trade and consumption levels is another key pillar of this thematic focus area. FiBL has projects not only in Switzerland and Europe, but also in many other regions of the world.

Examples from our research activities

The transformation of food systems is highly dependent on consumer decisions. In European retail trade, the share of organic products has in some cases reached a considerable percentage of between 15 and 25 per cent. However, the proportion of organic products used in public procurement throughout Europe is very low. In Switzerland, it is approximately one per cent. Significant effort remains,

and FiBL is also heavily involved in this endeavour. We are already setting a good example in our own restaurant in Frick: we use an average of 97 per cent organic ingredients, which means three out of three possible stars for "Bio Cuisine", the Swiss organic label for the catering sector.

FiBL is also heavily involved in projects worldwide, particularly in Africa. Together with local partner organisations, researchers are working to reduce poverty and increase the resilience of food systems in rural areas. The data from FiBL research in the SysCom project proves that agroecology and organic farming in the tropics can nourish a growing population, are profitable and affordable, and can be implemented on a large scale.

One possible approach to transforming the food system is to focus on regional production while respecting planetary boundaries.

Thematic focus area 2

Climate resilience

Supporting agriculture in the face of droughts, heavy rainfall and other consequences of climate change

Organic farming helps to reduce the impact of agriculture on the climate. Nevertheless, we must also work on strategies for adapting to current and future changes.

FiBL's work on climate resilience aims to help agriculture adapt better to climate change and strengthen the resilience of agricultural production systems. New competences, instruments and working methods complement research on emissions reduction. This will make it possible to quantify emissions from livestock and crop production, assess carbon sequestration, and identify potential conflicts between climate-relevant emissions and adaptation measures early on.

Initial situation

Climate change is altering the conditions for producing food. Existing agricultural production systems must therefore adapt in such a way that resilience and climate protection are optimised together. This relates particularly to questions of variety selection, plant protection, nutrient management, as well as the management of water and soil resources.

In this context, the build-up of humus and crop rotation play a major role. Additionally, new concepts must be developed for animal husbandry, which is particularly affected by climate change due to heat stress and the impact on fodder production. It is important for organic production to achieve greater resilience through systemic approaches.

Climate change also has an impact on the processing and trade of organic food. It is therefore also important to better assess the effects of climate change and increase resilience in these areas of the value chain.

Our goals

- Development of new resilient cropping systems by mobilising natural processes in agroecosystems.
- Practical research on functional relationships of the water cycle of agroecosystems at the local and regional levels to improve water use efficiency.
- Analysing the effects of combined land use for agriculture and energy production at the landscape level.
- Development of low-emission production and food systems (greenhouse gases and nitrogen) with particular consideration of the effects of climate adaptation measures.
- Development of goal-orientated and practical instruments in climate policy/governance with particular consideration of planetary boundaries.
- Effective knowledge transfer through the provision of transdisciplinary, action-orientated knowledge.

How we will achieve these goals

Farmers are already severely affected by climate change. In various projects, FiBL supports farms in identifying the most effective measures to better adapt to the impacts of climate change.

For the first time, FiBL has compiled a comprehensive database on greenhouse gas reduction and compensation in organic farming and modelled scenarios for achieving climate-neutral organic farming by 2040.

Examples from our research activities

Climate change is affecting viticulture: heat and drought, as well as heavy rainfall, reduce both yields and wine quality. FiBL is researching adaptation strategies together with international partner organisations and contributing practical experience, such as data on the climate resilience of existing grape varieties collected from operational vineyards.

Another focus is re-establishing the cow as an essential partner in transforming grass into human nutrition. As ruminants, cows are one of the few animals capable of transforming Switzerland's widespread permanent grasslands into essential foodstuffs. However, if they are fed partially with grain and thus compete for human food, the cow's carbon footprint appears much worse.

FiBL is researching climate adaptation strategies for speciality crops.

Animal husbandry is particularly affected by climate change due to the heat stress suffered by animals and the impact on fodder production.

Thematic focus area 3

Agrobiodiversity

Safeguarding diversity, introducing innovations and remaining adaptable

Our food systems face major challenges, calling for new ways of thinking about and organising agriculture. Biodiversity – the diversity of life in all its forms – is the key to ensuring that agroecosystems can adapt, survive crises and regenerate.

Biodiversity forms the basis of food security, health and quality of life – for all of us. This is precisely where FiBL comes in. With the topic of agrobiodiversity, we focus on the areas where food is grown, i.e. on fields, meadows and in gardens, as well as the habitats influenced by these areas. Through our research and advisory services, FiBL demonstrates how targeted habitat design promotes diversity while ensuring that agriculture remains productive and sustainable. The focus is not just on individual species, but on entire interconnected systems comprising soils, plants, animals and humans. Our aim is to develop more resilient and ecological production systems; increase the diversity and quality of food; and create new value chains.

Starting point

Agrobiodiversity – the diversity in agriculturally characterised landscapes and habitats – is a possible pathway to sustainable food systems. It is reflected in the multitude of functions that biodiversity contributes to human, animal and plant health. This also includes the plant species and varieties, animal breeds and cultivation methods, diversity of value chains, and the people involved: farmers, researchers, and consumers. We want to stop the exploitation of animal and plant genetic resources and instead find ways to utilise and preserve them sustainably.

Our goals

- Utilisation and promotion of genetic diversity for crop production and animal husbandry.
- Maintaining access to genetic resources.
- Innovative and optimised strategies for functional biodiversity.
- Development of policy instruments to promote biodiversity.
- Socio-economic assessment of biodiversity-promoting production and nutrition methods.
- Effective knowledge transfer through the provision of transdisciplinary, action-oriented knowledge.

How we will achieve these goals

Our research and advisory activities focussing on agrobiodiversity contribute to the conservation of biodiversity and its functions for food systems. They are holistic approaches that are exemplary and innovative, and also support the self-regulation of cultivation systems.

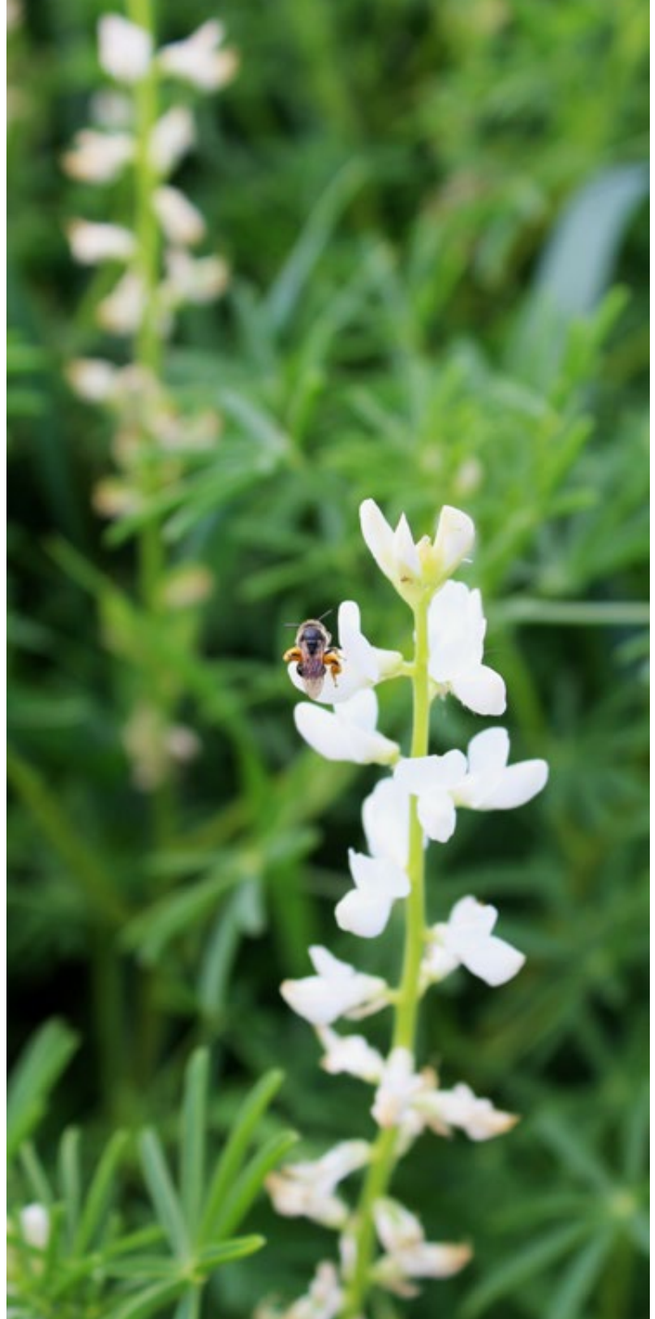
With participatory breeding, pilot farms, on-farm research, living labs for developing value chains, and farm-specific biodiversity advice, new methods are emerging to establish this diversity as a living practice, so that productive agriculture and biodiversity promotion are not mutually exclusive but mutually reinforcing. In this way, resilient and ecological production systems are developed that increase the diversity and quality of food and enable new added value.

Examples from our research activities

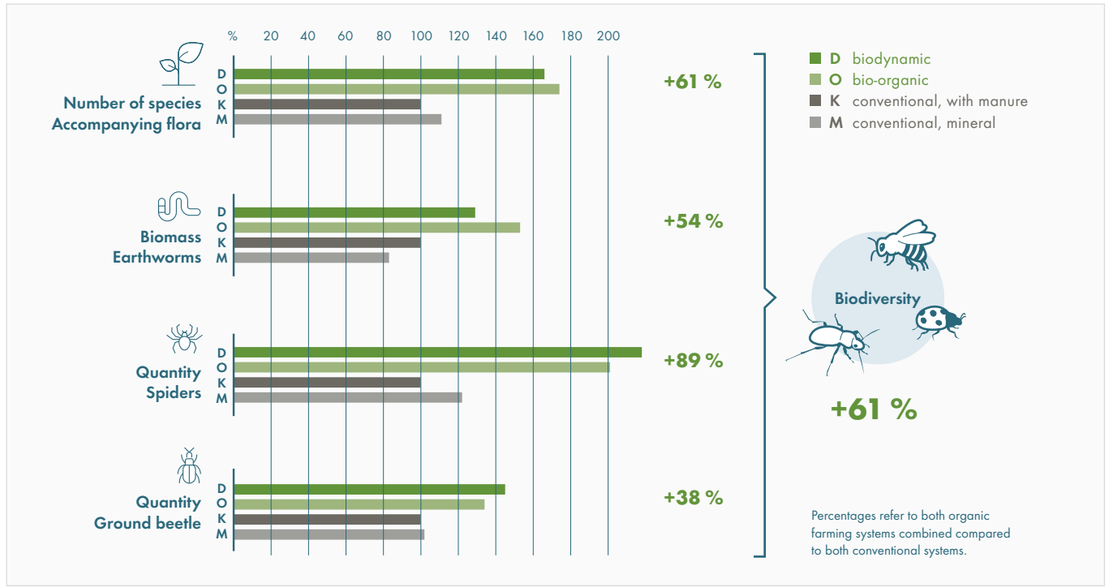
FiBL has broad experience and well-founded approaches to promoting agrobiodiversity at the field, farm and landscape levels. Diversified cultivation systems such as mixed crops, variety mixtures and strip cropping are being researched and further developed in arable, vegetable and fruit production. In addition, measures such as hedges, agroforestry, arable conservation strips, beneficial insect strips and species-rich field margins are monitored and supported to promote functional agrobiodiversity.

Ecosystem services are utilised for pest and disease regulation on the one hand, and for nutrient management on the other. The suitability of plant genetic resources, i.e. diverse varieties and populations, for organic farming is tested on individual farms and in breeding communities, particularly in the case of legumes and alternative arable crops.

In animal breeding, the focus in all animal categories is on the selection of robust, site-adapted lines that are adapted to local feed resources, changing environmental conditions and the utilisation of by-products. In animal husbandry, FiBL analyses the relationships between botanical agrobiodiversity, grazing, animal health, metabolism and product quality. Another research area analyses the motivation of various stakeholder groups to participate in measures that promote biodiversity.



In cultivation trials, FiBL and its partners are assessing the suitability of legumes, such as lupins, for organic farming.



Organic farming promotes biodiversity – infographic from FiBL fact sheet no. 1787 on the DOK trial.

Promotion of functional agrobiodiversity: A researcher counts beneficial insects in a trial field.

Thematic focus area 4

Yield optimisation

Increasing productivity without exceeding planetary boundaries

Lower yields are often cited as a reason to oppose expanding organic farming systems. Through research and extension services, we aim to help every farm achieve an optimal, sustainable yield for people and the environment over the long term.

Our work on yield optimisation is intended to help improve production systems in Europe and the global South based on the principles of organic farming. The aim is to achieve an optimal balance between yield, product quality and efficiency, taking into account planetary boundaries, social sustainability and food security.

Initial situation

In the political debate, the yields of organic farming, which in Western Europe are on average 10 to 40 per cent lower than those of conventional farming, are often cited as an argument against the further expansion of organic farmland. In this context, the question for organic farming is how to further increase yields. However, this cannot just be about achieving higher yields by increasing external inputs. To achieve sustainably higher yields, it is important to consider the scarcity of natural resources and the carrying capacity of ecological systems. Social and economic factors must also be considered when developing new approaches. For these reasons, the focus should not be on increasing yields, but on optimising yields while avoiding losses. We therefore develop efficient and resilient production systems that can achieve food security within planetary boundaries.

Our goals

- Yield optimisation through the further development of innovative production systems.
- Testing new crop varieties to increase the diversity and overall productivity of the system.
- Yield optimisation through nutrient management and closed cycles.
- Analysis of the significance of social and economic aspects of yield optimisation.
- Yield optimisation through comprehensive data analysis and modelling.
- Effective knowledge transfer through the provision of transdisciplinary, action-oriented knowledge.

How we will achieve these goals

Systemic innovations in crop cultivation are being investigated through research, practice, and advisory services. By increasing the spatial and temporal diversity of crop rotations, land-use efficiency improves, and pressure from diseases, pests, and weeds is reduced. Testing new crop varieties in a large number of locations and using sensor-based methods helps identify suitable varieties. Resistant varieties are particularly important for sensitive crops such as potatoes. Nutrient supply is improved through closed cycles on the farm, at the inter-farm level and by utilising biological processes and reducing losses. Social and economic factors, such as labour shortages, market developments and decision-making processes, are also taken into account when optimising yields. Evaluating large data sets and modelling helps to develop new advisory approaches and policy recommendations.

An agroforestry system with cocoa cultivation in FiBL's SysCom trial in Bolivia.

Examples from our research activities

Agroforestry systems combine the cultivation of perennial woody plants with arable farming, vegetable growing or animal husbandry. For example, the trees and shrubs provide fruit, wood, medicine, fodder and/or shelter for livestock. They also provide ecosystem services. FiBL conducts agroforestry research not only in Switzerland, but also in the tropics, for example, as part of the SysCom project in Bolivia and other tropical countries. Thanks to the agroforestry trial established in Frick in 2024, FiBL is also benefiting from experience gained in the Global South.

Another mixed crop type has long been a focus of practical research at FiBL: combining cereals and legumes for greater yield stability. Over the years, FiBL has tested various grain-legume-cereal mixtures in practical trials and has worked with feed mills to develop processing methods for harvested crops. The research results have been summarised in leaflets and publications and disseminated at field days and in working groups.

FiBL supplements field research with experiments conducted in climate chambers and greenhouses.

Thematic focus area 5

Animal husbandry with a future

Developing models that balance animal welfare, the environment and society

Animal husbandry is a key component of agriculture in economic, cultural and ecological terms. Demand for animal products remains high, while pressure is increasing to design production systems that are more animal-friendly, climate-resilient, and resource-efficient.

Our work on animal husbandry with a future contributes to the further development of livestock farming in accordance with ecological, ethical and social principles. We lay the groundwork for a reassessment of the role of farm animals in agricultural and food systems, ensuring that their contribution to ecosystem services and animal welfare is evaluated alongside production performance.

Initial situation

The question of the acceptable level of livestock in agriculture is the subject of intense debates in society, science and politics, often fuelled by emotions and vested interests. At the same time, the demand for animal products is high and continues to rise. Organic farming must also address the challenges of climate change, resource efficiency, nutrient cycles, landscape protection, animal welfare, and the ethical treatment of animals. These answers must go beyond a generalised call for fewer animals and offer concrete solutions that address the above-mentioned challenges. Where conflicting goals hinder either ecological sustainability or animal welfare, smaller animal numbers open up new prospects – but they require new, innovative land use and animal husbandry systems.

Our goals

- Development and demonstration of viable and sustainable operating concepts for the integration of production and sustainability goals, as well as animal welfare and animal health aspects.
- Development and demonstration of behaviour-based animal husbandry systems.
- Strengthening climate resilience in animal husbandry.
- Impact assessment of transformative concepts for animal husbandry.
- Effective knowledge transfer through the provision of transdisciplinary, action-orientated knowledge.

How we will achieve these goals

Research and advisory services in animal husbandry will work with practitioners to develop species-appropriate systems, taking into account both genetic and structural considerations, to address the challenges posed by climate change. For cattle and pigs, breeds and lines suitable for organic farming are identified and promoted. The ecosystem services of animal husbandry are emphasised through new concepts, and the negative consequences of intensive livestock farming are minimised through alternative methods in organic farming. Farm managers are provided with options for making animal husbandry more sustainable and profitable.

FiBL supports site-appropriate dairy cattle breeding, including the promotion of organic bulls for artificial insemination.

FiBL is testing an innovative solution for dairy goats without kids.

Examples from our research activities

Site-appropriate dairy cattle breeding is a FiBL project conducted in close cooperation with practitioners. The aim is to breed healthy, fertile, and long-lived cows that are optimally adapted to local conditions and can primarily live off the farm's own forage.

Organic hens are of interest to FiBL researchers for other reasons. Male chicks were previously killed immediately after hatching. Starting in 2026, this will be prohibited according to the Bio Suisse guidelines. Instead, the focus is on broiler fattening and dual-purpose chickens. A FiBL project shows how this ethically justified change is compatible with economic efficiency and resource conservation.

Organic goat farming faces a similar problem: what to do with the many kids from milk production? The market for goat meat is small, and organic goat farms are few and far between. Many farmers are therefore looking for alternatives. FiBL is testing an innovative solution: milk production without pregnancies.

Broiler fattening: an ethical gain, a challenge in terms of resources.

Thematic focus area 6

One Health

Improving the interconnected health of plants, animals and humans in their environment

We take a holistic view of the interactions between soil, plants, animals and humans and promote their health through prevention and the use of natural substances. In this way, we reduce the input of problematic substances into agriculture and the environment.

In addition to human and animal health, One Health also encompasses plant and environmental health. From an organic farming perspective, healthy soil plays a central role. Health is considered not only in relation to the individual organism but also in the context of the entire system, including its effects on the organism.

Initial situation

The intensive use of pesticides and veterinary medicines has led to a high level of contamination of soils and food chains with harmful substances. Many of these "novel entities" (new substances) are difficult to break down, negatively impacting soil, water, the living environment and the health and well-being of humans and animals. Due to the high quantities used, pathogenic organisms such as bacteria, fungi, oomycetes and parasites are increasingly developing resistance to the agents used. Our research on One Health aims to keep crops and animals as healthy as possible without the introduction of such substances, and at the same time, reduce the development of resistance in pathogens. Both also contribute to the promotion of human and environmental health.

Our goals

- Strengthening the resilience of soils, plants and animals, taking into account the consequences for human health.
- Developing innovative, nature-based solutions for the prevention and treatment of animal and plant diseases.
- Promoting systemic holistic concepts to reduce the introduction of novel entities into the food chain and to produce high-quality food.
- Creating the basis for adapting regulatory frameworks to the specific characteristics of natural substances and biocontrol-based products.
- Effective knowledge transfer through the provision of transdisciplinary, action-oriented knowledge.

How we will achieve these goals

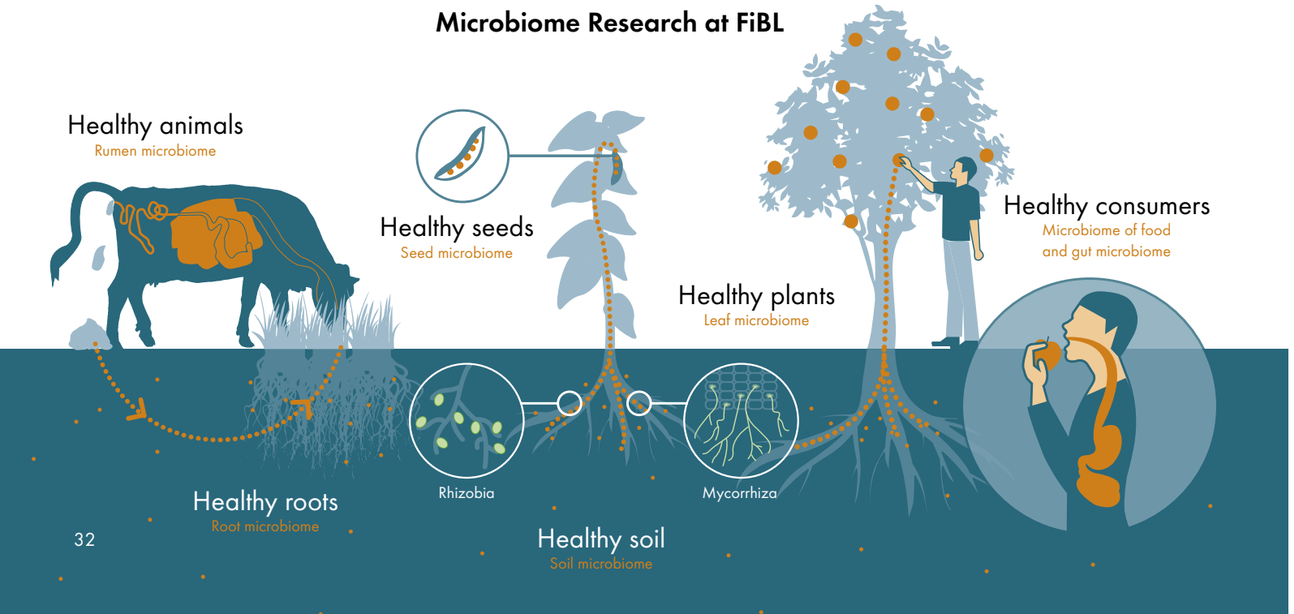
In the One Health thematic focus area, we develop preventive concepts for plant cultivation and animal husbandry. To this end, we are researching diverse cultivation and management systems that strengthen the resilience of plants and animals and reduce disease and pest pressure (e.g. through hygiene, physical measures, functional biodiversity). In addition, we develop targeted measures to prevent and treat specific plant and animal diseases. These are based on beneficial organisms, natural microorganisms, natural substances and complementary medicine approaches.

Current regulatory and registration frameworks in veterinary medicine and plant protection often do not account for the specific characteristics of natural substances and biocontrol.

That is why we are developing a foundation that will enable these processes to be adapted. We are combining prevention and natural products to investigate their combined effects across multiple levels of the food chain. In doing so, we evaluate these approaches for their potential to reduce novel entities and for their impact on soil, plant, and animal health (including their microbiomes), as well as their economic impact.

Examples from our research activities

The microbiome connects all organisms. It plays a crucial role in the One Health approach, which recognises the interconnectedness of humans, animals, plants and the environment. FiBL researchers are developing strategies to utilise the microbiome in agriculture, for example, by using microbes as biofertilisers and promoting soil health through sustainable farming methods such as agroforestry and reduced tillage. FiBL data from Switzerland and Bolivia show that organically farmed systems have a more diverse and active microbiome than conventionally farmed systems.



Conventional agriculture is reaching the limits of plant protection. Organic farming offers alternatives.

Synthetic pesticides are used worldwide, with negative effects on human health and the environment. FiBL is researching strategies to reduce pesticide use. Preventive measures are also available for conventional agriculture, such as using robust varieties from organic farming, which does not use synthetic pesticides.

Tyre wear also leaves its mark on the ecosystem. A FiBL study shows that microplastics accumulate in alarming quantities even along little-travelled country roads, which has consequences for plants and soil. Improved road surfaces, optimised tyres and efficient drainage systems could significantly reduce pollution.

< The microbiome refers to the totality of microorganisms and their interaction in a system.

Knowledge transfer and exchange

From research to practice: Making knowledge effective

Impact is created when knowledge from research and practice is jointly developed, shared and applied. This is why knowledge transfer and exchange are central pillars of FiBL's work – from research results to effective implementation in practice, value creation and policy-making.

Knowledge is the key to driving change in the food system and making a sustainable contribution to solving key societal challenges. Through our knowledge transfer and exchange work, we enable relevant stakeholders to identify and effectively implement solutions in their workplace or organisation.

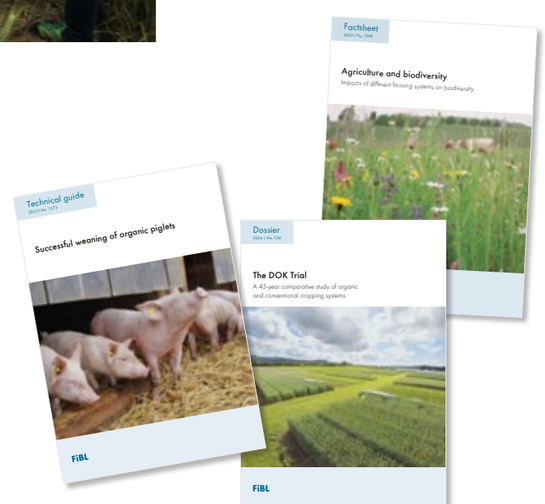
At FiBL, farmers and other stakeholders in the food system are actively and comprehensively involved in the research and development processes – more so than at most other research institutions. This practice-oriented research approach ensures that the results are practical, relevant and directly implementable.

The effectiveness of FiBL's work is also based on an integrative understanding of knowledge uptake that covers the entire knowledge cycle: from the identification of research and development needs through research and development to communication, dissemination and advisory services. Communication and dissemination steps are systematically considered as early as the project planning stage. This ensures that research results are quickly put into practice and can have a transformative effect.

For our communication, advisory and educational work, we use practice-oriented websites, publications, videos and podcasts and combine these with innovative formats for advising and exchanging experiences. We also offer a more in-depth approach with attractive training and further education programmes. This makes knowledge accessible to many people from different target groups and makes it usable in practice – for farmers, advisors, actors in the value chain, consumers, as well as policymakers and administrators. The FiBL Film YouTube channel, for example, covers research findings and practical innovations and is aimed at practitioners and researchers. The FiBL Focus podcast programmes are aimed at a German-speaking audience interested in agriculture, animal welfare, and environmental protection, while the FiBL Collaboration podcast channel discusses research results in several languages.

Exchange of knowledge and planting material in the FiBL SustainSahel project in Mali. Planting locally adapted trees and shrubs strengthens the resilience of small farms.

Continuing education at the centre of the action: FiBL courses and field days offer tangible insights.



Publications, podcasts and videos. Videos and current courses can be found in our Info Centre.

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Imprint

Responsibility under press law: Beate Huber, Jürn Sanders
Editors: Franziska Hämmerli, Adrian Krebs, Stephanie Hoch
Design: Patrick Baumann
Proofreading: Elsa Kanner, Lauren Dietemann
Infographics: Patrick Baumann (p. 21), Xenia Jöri (p. 32)
Photography: Marion Nitsch (p. 10, 16, 17, 18, 26, 28), René Schulte, Bio Suisse (p. 20), Christian Flierl (p. 25), Eva Wolf, ÖTZ Coffee and ÖTZ Cream Roosters (p. 29), other photos: FiBL

Artificial intelligence was used in the following images to make improvements to the edges. The content of the images has not been changed: P. 7, P. 30

Printing: Vögeli AG Marketingproduktion & Druck,
Cradle-to-Cradle certified, silver
Paper cover: Pureprint nature white, 250 g/m²
Paper content: Pureprint nature white, 150 g/m²

Language versions: German and English

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SWIFT/BIC: KBAGCH22

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