



**FLO TRAINING GUIDE 4.0
FOR
SMALL FARMERS' ORGANIZATIONS**

**DEVELOPING AND IMPLEMENTING
INTERNAL CONTROL SYSTEMS**

**WITH FOCUS ON FAIR TRADE
ENVIRONMENTAL STANDARDS
-MAY 2007-**

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The Training Guide for Small Farmer´s Organizations “*Developing and Implementing Internal Control Systems with Focus on Environmental Standards*” is a product of the Fairtrade Labelling Organizations International (FLO), Bonn, Germany. FLO is the worldwide Fairtrade Standards Setting and Certification Organization.

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CONTENTS

Part I: General Guidance	
Welcome.....	4
How to use this Guide.....	4
Why do we need an ICS? What's the benefit to us?.....	5
How to Approach your ICS.....	6
Guiding Principles of any ICS (<i>Best Practices</i>).....	7
Part II: Master Planner	
Introduction.....	12
Getting Started.....	12
Who will make your ICS happen, and how?.....	13
The very beginning.....	13
Basic approaches to control.....	13
Top to Bottom.....	14
Necessary ICS job skills.....	15
Producer agreement.....	15
Internal or "self" review of the ICS.....	16
How long will your ICS take?.....	17
Internal Inspection.....	17
Complicating factors.....	18
Basic Data.....	18
Control Points.....	19
Creating ICS Forms and Documentation.....	21
Document control.....	21
Re-evaluation.....	21
ICS Planning and Implementation Checklist.....	23
Part III: Master Implementation Plan.....	24
<i>(including table of sample documents and explanatory notes)</i>	
• Master Planning Timeline & Calendar	
• Member List (spreadsheet)	
• Map templates	
• Individual Farmer Internal Inspection Checklist – detailed GES format	
• Whole Organization ICS Checklist for Meeting Standards – detailed GES format	
• Individual Farmer Internal Inspection Control Points Checklist	
• Corrective Action Agreement	
• Education & Training Record	
• Field Description & History	
• Materials Inventory & Use Record	
• Harvest & Delivery Record	
• Processing Record	
• Storage & Inventory Record	
• Producer Agreement	
Part IV – Consultants and Resources.....	29
General Advice.....	29
Providing Feedback.....	30
Consultant profiles.....	32



PART I – General Guidance

Welcome!

This Training Guide is to help you design and carry out an Internal Control System so that your Small Farmers' Organization can meet FLO's Environmental Standards.

An Internal Control System (ICS) is a system in which you behave like a certifier and its inspectors. You check yourselves to make sure that you are all meeting the Standards. You find out the problems yourselves. You make plans to put them right and you organise corrective measures for farmers who are breaking the Standards. To make sure it's working and to help show this to the certifier, you write down all your procedures and findings.

No matter what the situation your organization faces, if you make the decision to follow the standards, **you can be successful**. This Guide will show you how.

The Generic Environmental Standards (GES) were written to be flexible, so that each Small Farmers' Organization could show in its own way how they meet the requirements.

Start from where you are. If you can honestly assess your strengths and weaknesses, then you can make progress.

How to use this Guide

This Guide is organized into 4 separate parts:

Part I – This first part is a **General Guidance** - an introduction to what an ICS is, and what it can help you achieve.

Part II – This "**Master Planner**" will help you think about and organize your resources. It will help you to decide who will do what, what the main tasks will be, and when they will get done. Firstly you will have to set up your ICS, and then you will have to run it. This section also helps you to identify the main challenges your organization faces with respect to certification and meeting the GES.

Part III – This is your "**Implementation Plan**." It shows the types of documentation you can use to demonstrate your ICS to the inspector and certifier.

Part IV – This is a listing and brief description of people and organizations that are willing and available to act as consultants if you need more help. There's also some advice on how to choose and engage such help.



Standard references: As a user please note that the standard references used in this guide are based on the GES valid in February 2007. As standards are subject to revisions, references used should be compared with the respective valid standard version as published by FLO in order to check if they are relevant and applicable.

Why do we need an ICS? What's the benefit to us?

There are some very good reasons for introducing an ICS.

1. The people who buy your product want a **guarantee** about its quality. How the product was grown and how the people and the environment were treated is important to these customers. An ICS helps provide a part of this guarantee.
2. For FLO-Cert to certify each individual farmer in your organization is too much work, takes too much time, and costs too much money. The ICS is like being your own certifier: you do a large part of the Certifier's job for them, which thus helps FLO-Cert do it more quickly and more cheaply. The better your ICS is, the lower your inspection costs might be.
3. If the FLO certification program is not seen as being serious, the value of the Fairtrade Label will be undermined. The ICS helps FLO-Cert get the right answers quickly.
4. Having an ICS means that you take responsibility for your organization. This may be more work than you have done in the past, but the demands of the market now require it
5. One of the best benefits of an ICS is that it helps you to manage your organization better. Once your ICS is functioning, you will be more organized and more efficient.
6. Your ICS can be used to manage many certifications at once (such as organic, Eurepgap, etc.). Many certification programs have similar or overlapping requirements. Usually expanding the scope of your ICS a bit to include the extra or different requirements of another certification program is easy once you have your basic ICS working.



How to Approach your ICS

As you begin to think about your ICS, keep the following basic goals in mind:

1. Certification of your Small Farmers' Organization depends on your being able to show the inspector and certifier that all of your members meet the standards. The way you do this is largely your choice, but remember that
 - a. You must be able to communicate your ICS to the inspector and certifier. Some of this may be verbal but some of it will have to be in writing.
 - b. The members of your organization must understand what the ICS requires of each of them.
 - c. Your ICS must be linked to the different parts of the Environmental Standards (and/or any other standards you choose to include), to show that you have covered all of the parts that apply to your organization. There are many ways to do this. It is not necessary that any two Small Farmers' Organizations do things the same way.
2. In requiring an ICS, it is **not** FLO's goal to turn your organization into a bureaucracy. FLO's goal is to help build the bridge between you and the people who buy your products.
3. Try to prioritize your tasks. Decide on what is most important or basic in running your organization and make sure those are done first. This Guide provides you with specific guidance about this.
 - a. Certain tasks in setting up an ICS are essential to your success. This Guide will explain what those parts are.
 - b. The Environmental Standards have both Minimum and Progress requirements. Your goal should be to achieve all of the Minimum requirements and then as many of the Progress requirements as possible.
 - c. If for any reason your organization is facing a challenge with respect to *any* of the standards requirements, do not let that stop you from meeting other requirements. It is progress over time that is most important and as you succeed in some areas, you may well begin to succeed in others.
 - d. Remember that standards are a work in progress. The FLO standards are re-evaluated on an ongoing basis, and problematic parts are adjusted if necessary. You are a valued stakeholder in FLO. Your



feedback to FLO about standards, certification, and marketing are important. Make your voice heard!

Guiding Principles of any ICS (*Best Practices*)

The following list contains the most basic “rules,” practices, and important parts of a successful ICS. When using Parts II and III of this Guide, if you are unsure about certain decisions, you may get some clarity by referring back to these principles.

1. Do what you say you do.

Your primary task is to be able to show the inspector and certifier that what your organization and all its members do actually meets the standards.

Certifiers will check what you say. When your words match reality, the certifier can trust your organization, which allows them to cooperate with you to ensure your success.

When an inspector comes to an organization that has hundreds or thousands of small farmers, it is not possible in a short inspection visit to know what goes on at every single producer’s farm. But it *is* possible for the inspector to know whether *you* (i.e., your ICS) know what is going on at all the different parts and places of your organization. Your ICS proves that you are in control of the organization.

Be clear and honest about what parts of your organization meet standards and what parts do not. The inspector will likely find out the truth anyway. If it turns out that what you describe in your ICS cannot be believed – either because you did not describe an important part or you did not want to show a weak part of your operations – then your ICS will not have met its goal.

If this is the case the certifier will not be able to have confidence in your ability to monitor your own organization, and the only alternatives will then be to (i) have the certifier inspect every single producer individually; or (ii) not certify your organization at all.

In reality, every Small Farmers’ Organization has imperfections. What is important is that your organization can take responsibility and account for itself, so that shortcomings can be recognized and then improvements made.

On the other hand, if both you and the certifier can agree on what the actual situation is in your organization is and how to improve things, then your ICS is starting to work for you. You need this common understanding as the basis for trust and cooperation.



2. Your ICS must go to each level of your organization and these different levels must be connected in your ICS.

- a) Each ICS can be designed differently. There is no master version that you must copy. It must reflect your organization.
- b) Your ICS must have direct access to information concerning each producer, farm, product, and system that is related to your certification.

What this means is that if the inspector or certifier asks a question about a particular detail of your operations, the person meeting with the inspector or certifier must be able to show that information. This means that your organization and ICS needs to be clear who in your organization is responsible for what, and that these people communicate what they find and do to make sure the standards are met.

3. Set realistic timelines for taking steps, achieving goals, and making improvements.

- a) Decide what needs to be done, and in what order.
- b) Agree who does what and how.
- c) Set clear timelines for when the jobs should be done, and make sure these timelines seem realistic.
- d) Then make sure there is a way your organization can follow up and confirm that the tasks are done.
- e) Adjust your ICS as necessary so that it functions better.

These tasks can also be summarized by the following words:

Plan >> Do >> Check >> Act.

4. Your ICS must make sense to the members of your organization.

- a) The decisions you make about your ICS and the documents you keep for it must make sense to the people who have to use them.
- b) Do not use documents whose content you do not understand.
- c) Make adjustments to documents if necessary so that they get better over time.
- d) Your documents serve you, not the other way around, so don't just copy somebody else's system and hope it works.
- e) Only pay attention to those parts of the standards that actually pertain to your organization. If certain sections do not apply, do not worry about them.

5. Be flexible.



- a) Your ICS can allow for the natural variation that exists among your members, even when using the same (or similar) set of documents for all producers.
- b) There are many production styles and practices that can meet the Environmental Standards.
- c) Do not force people to change just because it makes the ICS seem “easier.” You know how to run your farms. The ICS simply reflects this.
- d) Be flexible also in how you decide what the format and content of ICS documents should be.
- e) Adjust documents to suit all the possible situations your ICS will face.

6. The more organic and ecologically sustainable the production practices are, the less documentation the ICS needs and the less time the ICS takes.

- a) The fewer the problems and risks that exist, the less there is to control, and thus the simpler your ICS can be.
- b) Organic systems tend to largely comply with the GES.

7. Minimize documentation.

- a) Part III of this Guide will offer examples of the kinds of documents that may be useful to your organization in carrying out its ongoing ICS tasks. Use others if you like. Combine, change, add to, rearrange, or reduce them in content so that they serve your needs.
- b) Use computers if you can, but do not rely only on them.
- c) Try to avoid duplicating information, but accept the fact that some overlap of information may be practical.

7. Assign ICS jobs to appropriate people.

The people whom your organization entrusts to carry out your ICS must all fulfill certain basic characteristics:

- a) If they are to use documents, they must be literate or work directly with someone who is.
- b) If they need to pay attention to specific details, they should be detail-oriented. If someone is unwilling to record or monitor certain necessary details or shows that they do not do this well, they may be better suited to other tasks.
- c) If their particular job requires special knowledge, they should have that knowledge. For example, someone who does not know about pesticides should not be assigned to monitor such aspects of your organization.
- d) Get people trained if no one has the necessary skills.
- e) People should accept their jobs willingly, and at least to some extent enjoy them or see meaning in them. Without this, their performance is likely to be lower. Do not force unwilling people into certain jobs if this is at all avoidable.



Part II of this Guide will further discuss how to organize people within your ICS.

9. The ICS must have a disciplinary system to correct activities that do not meet the standards.

This needs to be at the heart of your ICS. When a producer member or group or some other aspect of your operation is not meeting the standards, it is up to your ICS to identify the problem, and decide when and how it needs to be fixed. Then your ICS needs to follow up and make sure the corrective action was done.

There is some flexibility and room for interpretation as to how serious any given situation is, and thus what kind of corrective action or discipline is necessary. It is up to your organization to propose details, and for FLO-Cert to accept them or have you revise them. FLO-Cert understands that it is not desirable to punish individuals or groups as part of a certification. However, your ICS is supposed to function in many ways like the certifier would, and this means being strict under certain conditions.

Culture and social traditions will influence how you handle problems among your members. Below are some generally accepted guidelines and typical features of an ICS disciplinary system. They can be combined in a variety of ways.

- a) All violations of the standards should be documented, including the date, persons involved, what the problem is.
- b) A plan to correct the problem should be agreed between the persons needing to make the corrections and the ICS. A timeline should be included for making the correction(s). These things should also be documented. Failure to make improvements as originally agreed should be dealt with more severely.
- c) Members who willingly break the standards should be treated more severely than those who do so accidentally or out of ignorance.
- d) Repeat violations should be treated more severely than first-time violations.
- e) Penalties can range from warnings, to excluding products from being sold under the FLO certification, to removing the person (or group, or field, or factory, or any other aspect) from the certified group – either for a temporary period or permanently.

In any certification scheme, even the best operations face minor issues that need to be improved. Very rarely is *any* operation – small producer organization, single farmer, hired labor situation, factory, etc. – certified as “perfect” with no conditions whatsoever from the certifier.



The members of your organization, however, should understand and agree with each other that they are entering the certification together. If any individual creates a serious problem, it could put the certification of the entire organization at risk. Remember, FLO-Cert is certifying your organization *as a unit* – it is all certified or it is not certified at all.

Part II of this Guide further discusses how you can decide on your disciplinary system.

10. Continue to make improvements.

The FLO standards include certain requirements that are intended to be ongoing improvements. Beyond this, a healthy organization and ICS is one where its people identify such improvements, set goals and timelines for taking steps, and then re-evaluate their progress. Organizations that feel they are improving over time (in any aspect of their operation) tend to be the ones that have the greatest long-term success and the most satisfied members.



PART II – Master Planner

Introduction:

The purpose of this part is to help you:

1. Understand the steps needed to write and implement an ICS.
2. Know *who* your resources are and what they should do.
3. Understand what aspects of your organization and operations your ICS needs to control to meet the FLO Environmental Standards.
4. Create a timeline for action.
5. Relate the above plans to the documents described in Part III of this Guide, which you will need to have as part of your ICS.

There are a variety of tasks involved in making your ICS happen. The order in which you do many of the tasks described in Parts II and III of this Guide is, however, flexible. Many of the tasks will have to be done at the same time as each other. This will become more obvious as you begin doing the tasks. The Checklist at the end of Part II includes your list of essential tasks.

Getting started:

There are two stages of development to consider when creating your ICS.

The first is an **initial planning phase**, where you will decide:

1. who will carry out your ICS;
2. what they will do; and
3. how they will do it (and on what schedule).

The second is the **implementation phase**, which includes:

1. day-to-day activities of your ICS;
2. periodic evaluation of how things are going; and
3. making changes so that things work better, as needed.

The FLO GES provide for a phase-in period for Small Farmers' Organizations to establish an ICS. Please see the latest version of the FLO Standards for Small Farmers' Organizations, which describes the basic progress your organization should be making.

According to the GES, the initial planning phase should be done by the end of the first year. By the end of the third year, the implementation phase of your ICS should



be running well enough to be able to show that your organization meets the rest of the GES

1. Certain parts of the initial planning phase described above are absolutely necessary before anything else can successfully happen in your ICS.
2. You may choose to complete all of the initial planning phase before moving on to any part of the implementation phase, but this is not strictly necessary. You might, for example, want to learn as you go by starting some of the simplest tasks straight away.
3. Be organized in your approach, but do not be so rigid that you cannot allow progress to flow smoothly.

As stated in Part I of this Guide, in some cases just because you are having trouble with one aspect of your ICS does not mean that all other aspects have to be put on hold. If you find that you can't move forward, this is probably a sign that you should seek other help.

Who will make your ICS happen, and how?

The very beginning:

Set up a small group of decision makers.

The people in your organization are your greatest resource in making your ICS a success. **A person or a core group of people will need to begin planning your ICS.** Normally these are the people who are already in positions of authority in your organization, who have contact with FLO already, or who have been given this new assignment by the organization's leaders. They should use this Guide, the FLO GES (including the Prohibited Materials List), and other pieces of information when making plans and decisions.

Basic approaches to control:

There are two approaches to carrying out an ICS:

1. a **centralized ICS** person or team which carries out all of the tasks of the ICS throughout the entire organization; or
2. a **community-based approach** where local people or groups carry out the same ICS tasks for limited numbers of producers and operations. These must then be coordinated to ensure a uniformity of performance. The results are then pooled together to allow for inspection by the certifier.

In some cases, a combination of these two approaches also works. It is possible that a centralized ICS can delegate specific tasks to local people, with these people reporting directly to the centralized ICS.



Example: An organization with 1000 farmers in 30 communities has a centralized ICS that carries out internal inspections of each producer member once a year, and decides whose product qualifies for certification and sale. Throughout the year, the community has its own “mini ICS” that makes periodic checks on farmers, communicates with the central ICS to resolve problems or make improvements, and does most of the day-to-day ICS work. If the community-level ICS believes that a producer member is not meeting the standards, they can take corrective action to preserve the rest of the community’s integrity and thus ensure it can stay in the certification program. If the community does not function like this, the central ICS has the option to exclude the entire community from the program. Such arrangements and agreements have been made ahead of time when the ICS was first designed. When the FLO inspector comes, s/he inspects the central ICS and its inspectors’ work, and also makes random checks at the community level to make sure the community people are doing their part of the ICS correctly and completely. This involves also checking individual producer members’ operations. (See immediately below for more discussion about this type of setup.)

Top to Bottom:

It may be the case that the design of your ICS has several levels.

Example:

A central management person or team oversees a group of field inspectors.

Each field inspector oversees a group of communities.

Each community is responsible for controlling its own producer members.

In this example we have 4 levels: the central management, the field inspectors, the community enforcement, and the individual producers.

For the ICS to function properly, each level of the ICS must be able to control the layers that are below it. Thus, in the above example the community is only responsible for its own producer members, but the field inspectors are responsible for the activities of the community enforcement as well as of the individual producer members. The central management is responsible for everyone.

This does *not* mean that the upper levels must do *the same work* as the lower levels, but rather that they must make sure that the people involved at each level are doing their jobs properly.

The only way to ensure this is for the upper levels to *make their own sample checks of the system*. This top to bottom approach in the ICS is a key to its success.

Example: The organization’s ICS has one central coordinator who is the FLO contact. This person oversees the organization’s members, who live in 20 different communities. The communities each have agreed to enforce the GES through a communal system where producer members check each other’s activities and require changes or improvements as needed. The central coordinator reviews the



*documents/records of the different communities, and then **verifies** them by making his/her own checks of the individual producer members on a random basis.*

In this example above, if the central coordinator does not make checks on the individual communities' work, then the organization runs the risk that some communities will comply with the GES and others will not. Communities where improvements are necessary must be identified by the ICS and corrective actions taken. If it appears to the inspector and certifier that no such monitoring and/or improvement is being done, then the whole organization's certification may be lost.

The ICS disciplinary system can be applied not only to individual producer members, but to whole communities or even entire Small Farmers' Organizations.

Necessary ICS job skills:

We stated in the Guiding Principles section of Part I of this Guide that it is necessary to choose appropriate people to carry out the ICS. The following types of skills are necessary, although these skills can be shared by more than one person:

1. ability to organize people in group meetings both small and large;
2. ability to organize and maintain a certain amount of documentation;
3. ability to delegate tasks to other people, if more than one person is to run the ICS;
4. knowledge of how to grow the crops produced by the organization's members, preferably using organic or low-chemical methods.

Normally, an ICS can be run with one or only a few people, but the more complicated the ICS, the more of their time it will take. (See the "Complicating factors" section below.) Second-, third-, or fourth-grade organizations will take progressively more people. However, when one considers how many individual farmers are being certified at once through this system (up to many thousands), the "efficiency" is impressive!

Producer agreement:

Everyone has to be committed.

No matter how good your ICS people are though, their job will be impossible if the producer members of your organization have not agreed to cooperate with the effort. Thus, one of the very early tasks in your development of your ICS will be to introduce the idea of the ICS to the **producer members** of your organization and have them **agree to participate** in the system.

This means that the members will need to be well informed about what the ICS is. Taking some time and making some effort to educate the members of the



organization about the new GES is worthwhile, and is part of what the initial year of planning as mentioned in GES section 3.1.1.2 is meant to include. How they are informed is again your choice – individually, via group meetings, or in some other way.

FLO standards require a democratic structure be in place for certain aspects of Small Farmers' Organizations. It should be relatively easy then to include a decision where agreement is made:

1. to follow the GES
2. to allow their farm to be controlled by the ICS
3. to follow the disciplinary system of the ICS (see Part I, Guiding Principle 9).

Some type of **documented producer agreement**, either by each individual member, a single document signed by all members, or a similar presentation is a powerful support to starting and maintaining the ICS. (People who don't know how to write can leave a fingerprint or make a mark of their own instead of signing their name.) Whether this agreement is done individually or via some group meeting is your choice. When new members join the organization, they should also clearly agree to participate in the system.

Exactly how each producer member participates is the decision of your own organization and ICS. Each producer must at least agree to follow the GES and agree to be controlled by the ICS for their own farm. The ICS can also be designed so that some people have different additional responsibilities and tasks. Furthermore, people who are carrying out the ICS do not have to be producer members themselves, as long as the organization recognizes their authority to do their jobs.

Internal or "self" review of the ICS:

It is generally a good idea for the ICS to *review itself*. This means that the people who normally do specific ICS tasks have their work checked by other people, to make sure that they are doing their jobs properly. The FLO-Cert inspector will do this as a main part of his/her inspection. The higher the grade your organization is and the more farmer members you have, the more important this type of internal checking becomes. The more confident you are about how well your ICS is working, the less you may feel the need to do this kind of work.

***Example:** A first-grade organization has 1000 farmers in 30 different communities that are spread out over a broad region. The organization's ICS has one central manager, and 3 field inspectors who work with the farmers to make sure they meet the GES. The manager periodically goes to the fields and checks the work of the field inspectors to make sure that what is stated in their ICS documents is really true and that the findings noted there are fair and complete. Another approach is that every now and then the inspectors inspect farmers in each others' areas, and compare their findings with each other to see if they match.*



In effect, what is happening here is similar to what the FLO-Cert inspector will do. The FLO-Cert inspector will take sample cases from the organization's ICS and follow them through from top to bottom to make sure that the ICS is paying attention to the GES.

Example 2: A second-grade organization has 5 separate cooperatives of Small Farmer's Organizations. The second-grade organization is the FLO-certified party, and maintains the overall ICS that is presented to FLO-Cert for inspection. This ICS has assigned a person to each of the five Small Farmers' Organizations to make sure the individual member producers are meeting the GES. Each Small Farmer's Organization has over 1000 farmers, so each person assigned by the second-grade organization assigns several people to make sure the farmers are following the GES. To check the system, a responsible person from the second grade organization periodically makes checks on individual farmers, and follows the ICS documentation from farm level to the top of the second-grade organization. Again, this is the type of activity you can expect your FLO-Cert inspector to do.

How much time will your ICS take?

Internal Inspection:

The key job of your ICS is to make sure that all activities dealing with the certified products meet the standards. You therefore need to inspect the different kinds of operations that the standards include. In the case of the FLO GES, this means inspecting the following:

1. each producer member's farm, which also includes:
 - a. the fields
 - b. the farmer's own storage areas
 - c. the farmer's equipment
 - d. any materials the farmer uses in his farming (e.g., fertilizers, chemicals)
 - e. the areas that immediately surround his fields (e.g. neighboring lands that might be a source of contamination)
2. any sites where harvested product is stored or handled before your organization sells it as a FLO-certified product, such as:
 - a. commonly used or community sites where harvested crop is collected, weighed, washed, processed, or packed
3. other areas, equipment, or facilities that are shared by the organization's members, including:
 - a. common water sources (e.g., well, rivers, etc.)
 - b. garbage collection or dumping sites
 - c. recycling areas
4. any other aspects that you think are important to your organization that relate to the GES



As described earlier in this Guide, you may also need to plan and budget for group meetings, both to get your ICS started with your producer members, and to provide ongoing updates and training for the people in your organization.

Complicating factors:

The following is a list of things that will generally make your ICS more complicated and/or difficult. Many of these are almost inevitable. They are shown here to help you understand more of the “big picture” of planning and maintaining an ICS.

As the following things increase, the ICS generally takes more time:

1. number of producers included
2. number of individual fields and/or acreage under certification
3. difficulty of moving across or seeing across fields
4. physical distance between fields or communities
5. number of distinct communities of producers
6. different ways these communities are governed
7. variation in types of terrain or land that is farmed, i.e., different farming environments
8. use of synthetic pesticides and fertilizers
9. potential contamination from neighboring (non-certified) farms
10. the higher the grade your Small Farmers’ Organization is under FLO.

The following may simplify your ICS in some ways, and complicate it in others:

- diversity of crops and other plants – having more kinds of crops to monitor may in some ways make a bit more work for the ICS, but the benefits of having a diversity of crops usually far outweighs any such disadvantages. Farms with good biodiversity tend to have fewer problems with pests and diseases, and so need fewer chemicals. The less chemicals that are used, the easier it is to meet the GES and the easier the ICS becomes.

Basic Data:

How long your internal inspections will take depends largely on how complicated your organization is. To begin to get an idea, you need to answer the following basic questions:

- (1) How many producers are involved?
- (2) How many additional places are involved – i.e., those mentioned above that need to be inspected, other than individual farmers (e.g., storage, processing, equipment, waste collection, etc.)?
- (3) How many producers can an ICS inspector expect to inspect in a day?
- (4) How much time would each of the other sites take to inspect?



The answers to questions (1) and (2) above are basic data that your ICS must know before progressing further.

To answer questions (3) and (4) above, you must have some understanding of how much work is involved to make sure each individual inspection covers the GES. In other words, how much is there that the ICS really needs to control? We discuss this topic below, under “Control Points.”

Also important to answering questions (3) and (4) above is that you will need to budget time for your ICS inspectors to be able to get from one place to the next. For example, if your farms are all next to each other, very little time will be used in traveling, and more inspections can happen in a day. If on the other hand there are many kilometers of mountains or jungle between two farms, this will limit how much can get done in a day.

Similarly, the size of the individual member’s farm and the farm’s environment may also affect how quickly you can do an inspection. For example, if a farmer’s field is a wide, flat plot where the inspector can see all edges of it by standing in one place, this is easier and takes less time than if it is a dense jungle where the inspector must walk further to check all the borders to make sure that surrounding areas are being managed according to the standards.

Control Points

Control points are the key parts of your members’ operations that might be at risk of not meeting the standards. Different farming situations have different risks.

Identify and prioritize the risks your organization faces. Address these through four basic steps:

Plan.....Identify the risks, and what steps you will take to minimize them.

Do.....Follow your stated plan; take the steps you planned.

Check.....Review the work you have done to see if it is effective.

Act.....Make corrections or adjust your system as needed to make it better.

Repeat the above four steps in an ongoing cycle of activity. This is the heart of how your ICS should work.

Your ICS’ key task is to pay attention to these risks, and enforce enough controls so that the risks are minimized or eliminated. *How* the control should be made depends on the specific case, and can be decided by your ICS along with the producer member(s). Usually it involves making adjustments to a farmer’s practices, or keeping aware to make sure certain things do not happen. Often if the farmer makes intentional improvements to his farm, this helps avoid other problems.



To identify what the control points are for your organization, compare the GES sections to the specifics of your own organization. We can think about the control points as being in two basic categories:

1. Control points that apply to individual producer members' farms or need to be controlled on an individual basis
2. Control points that apply to common or shared areas, or to the organization as a whole, and can be applied on an organization-wide basis

Part III of this Guide includes a modified version of the GES that is in a checklist format. This format shows the GES standard by standard and suggests how your ICS can control it. You can use this format to decide what is relevant to your organization and how you can include it in your ICS. If you believe that your producers and/or the organization as a whole fully meets a given standard "automatically" and it is thus not a problem or any risk, then you do not need to include it as part of your ICS any further.

*Example 1: The farming practice among all the members of your organization is a fully traditional system, where no synthetic or purchased fertilizers or pesticides are used. Thus, section 3.2 of the GES is met, and this does not have to be controlled. However, if **some** members do use chemicals, then it does become an issue that the ICS needs to control, even if in most producers' cases it will not be a problem.*

Example 2: The fields where the Fairtrade products are grown are all on flat ground that is covered year-round by plants, cover crops, mulch from fallen leaves, etc. In this case, erosion is probably not a risk and section 3.4.1.1 of the GES is thus not a control point. The FLO-Cert inspector will evaluate the situation as s/he sees it, and if it matches the ICS claim, nothing further is needed. If the FLO-Cert inspector finds that some fields are very sloped and erosion is happening, conditions for certification are likely to be imposed by FLO-Cert on the organization, because the ICS was not fully accurate and was thus not fully controlling this point.

Example 3: None of the crops grown by the farmers in your organization have been developed, marketed, or released to the environment as GMO's (Genetically Modified Organisms). Farmers do not use any pesticides that have GMO forms either. The Fairtrade product is not processed with anything that might be a GMO (e.g., an enzyme, a yeast, etc.). In this case, section 3.6 of the GES becomes automatically fulfilled.

On the other hand, if part of the production system might be at a risk of GMO contamination while there is also a part that has no risk, only the part that is at risk needs to be controlled. For example, wine may be grown with traditional varieties of grapes, with no chance of GMO grapevines in the region. Some yeasts used to make wine however do have GMO forms. It is then up to the organization to confirm that the yeast they use is not a GMO. In this case, the control is likely to be on the organization as a whole as opposed to on the individual farmers, as the wine-making probably occurs at a central place.

It is the organization's responsibility to identify control points. FLO-Cert inspectors and FLO-Cert will also oversee organizations' operations to make sure



that the ICS is complete, and would impose conditions for extra control if they were missing.

Creating ICS Forms and Documentation

Once control points are identified, your ICS needs to coordinate those points into a plan and documentation system for what will be included in your internal inspections. How you document these inspections is important to your certification, since you must be able to prove to the certifier that you know what to control and that you are actually controlling it – for all members and parts of your organization, even if the FLO inspector will only visit a small percentage of them. The inspector and certifier will use your documentation to “test” your ICS, by choosing specific cases and then inspecting these cases themselves. If their findings match your ICS’ findings, and you have not forgotten any important control points, your ICS will be seen as successful and certification will be possible.

Part III of this Guide has a variety of sample forms, documents, and record-keeping formats that you may find useful. You may use these forms as they appear, or make adjustments to them if you want. Many of the sample forms also include explanatory notes. You may also combine forms or break them apart. Your goal should be that your documentation is:

1. Easy to use for anyone in your ICS who needs to use any given form
2. Complete enough to cover all relevant parts of the standards
3. The minimum amount of documentation possible to achieve the above.
However, do not sacrifice thoroughness just to be brief. If some repetition or overlap makes things simpler, then do it that way.

Document control:

It is important that everyone is using the same version of the document. When you make a form/document, we recommend that you put the date on it that it was made. If you revise the form after you have begun using it, we recommend that you put the new version’s date on it and then make sure everyone has the new version. This helps avoid confusion and keeps everyone using the “most improved” version.

Re-evaluation

As you use your ICS, you will learn if there are aspects of your organization that need to be improved. A good ICS takes time each year to evaluate its own performance and progress, and then decides on how improvements can be made. Improvements might be made in any of the following areas:



Certification:

1. follow-up on conditions for certification as imposed by the certifier (i.e., specific parts of the standards that are not being met)
2. parts of the standards that the organization can now approach as Progress Requirements

Education and Training:

1. need for more training of ICS personnel in certain topics
2. need for education of producers about certain topics

The ICS itself:

1. schedule or frequency of internal inspections
2. method of follow-up inspections
3. disciplinary system
4. the kind of information you record on your ICS documents
5. format or quality of ICS documents

⇒ It is possible that even in the first year of your ICS you will quickly see some changes and improvements that you can make to improve its functioning. Do not hesitate to make such improvements! Only by using the system can you really know what is practical and what is not.

Prioritize tasks and goals so that certification can be gained and maintained. Beyond this, make improvements that most benefit the members of your organization, their families, and their communities.



ICS Planning and Implementation Checklist

(Note: The order in which you do these tasks is approximate only.)

- Identify who will make take the initial steps to propose/design the ICS.
- Write down who will be the contact person for the FLO inspector and FLO-Cert, and who is included in the ICS and what their specific jobs are.
- Make sure that the people chosen have the necessary skills; if they do not, find additional people and/or get training.
- Make a written timeline to achieve each of the following tasks (check off each box below, when the task actually gets done):
 - Formalize the ICS' disciplinary system, making it clear what the consequences are when producer members do not meet the GES.
 - Explain to producer members the new GES and ICS requirements. (You may wish to do this in several meetings if possible, to cover different sections or concepts of the ICS procedures and the GES standards.)
 - Get producers to agree to their participation in the ICS.
 - As the GES Guidance Notes section 3.1.1.1 advises, make written descriptions of:
 - Each type of job at the ICS and who is supposed to do it.
 - What the budget is for each person's job in the ICS.
 - Make a list of all producer members included in the certification.
 - Make a list of all additional sites that need inspection by your ICS, such as processing sites, storage areas, waste collection areas, common water sources, etc.
- Identify all control points to include in your ICS internal inspections
- Create a set of internal inspection records/forms
- Make a schedule for internal inspections that includes a full round of inspections, i.e., includes at least one full inspection of each part or producer in your organization. (Internal inspections of individual producer members should occur at least once per year. The more frequently you can do inspections, the better.)
- Do internal inspections.
- Do follow-up internal inspections for any corrective actions noted during the earlier internal inspections.
- After the first complete round of internal inspections and follow-up inspections, review the control points, forms, and ICS overall, to identify problems and successes. Summarize these in writing.
- Revise ICS practices, schedules/calendars, and documents if necessary.
- Set goals for continued improvements, with timelines for taking action and for evaluating your progress.



PART III – Master Implementation Plan

This section includes an assortment of **sample** forms, templates, and other documents you can use in your ICS. Explanatory notes are included in each document and/or in the table below. *Remember these are samples only.*

More forms are provided here than you may actually need. You may create your own documents instead of using these, or borrow from these documents and/or other documents you find elsewhere, or combine or rearrange the content of any of these documents.

Your organization may already be keeping some of the data included in these documents, but in another form. Feel free to use the current format you have, or to adjust your current forms to include some of the other data suggested by the sample forms here.

NAME OF DOCUMENT	NOTES
Planning Timeline & Calendar	See notes on page 1 of the document itself.
Member List (spreadsheet)	You can add different communities, regions, or (in the case of higher grade organizations) small farmers organizations by adding more worksheets. Name/add each worksheet at the bottom the file, in the tabs that now say “group 1,” “group 2,” etc.
Map templates	<p>Three scales of maps are suggested – individual, community, and regional levels. These suggest the types of information that inspectors and certifiers can use to understand your organization better, to plan inspections, and to assess your ICS’ understanding of control points at the individual and community level. If you do not keep such maps, it will make inspection more difficult for the FLO inspector and may make his/her inspection and assessment of your ICS take longer.</p> <p>If your organization is of a higher grade, you may need an even broader scale map to be able to show how the dispersed organizations are located with respect to each other.</p> <p>Your maps do not necessarily have to be exactly to scale, but if they are not then you should show on them approximate distances between things. The inspector should be able to use them to locate fields, orient him/herself when they are at the field, and verify that the information on the map is accurate.</p>
Individual Member Internal Inspection Checklist – detailed GES format	Use this checklist (or something similar) as an inspection report for each individual producer member.



Whole Organization ICS Checklist for Meeting Standards – detailed GES format	Use this checklist periodically as a way to assure that your entire ICS / Organization is meeting the GES for any aspects that are dealt with on a community level.
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<p>Individual Member Internal Inspection Control Points Checklist</p>	<p>This form is similar to the detailed internal inspection checklist named above, but it is “abbreviated” by being reduced to more critical control point summaries. This format is another possible option. You may also create a variation of this by using the types of information suggested here combined with the more expanded GES-format checklist described above. The control points named in this form are <i>samples only</i>; you may need to adjust them to be more appropriate to your specific operations.</p> <p>You can compare this form to the itemized GES form to see how the GES can be “interpreted” to fit your system. The differences shown between this form and the GES checklist are not very great, but you could make them greater as long as you feel you are still covering all relevant aspects of the GES. The FLO and its inspector(s) will have to judge if you are correct in this.</p> <p>Remember that it is important that you assess your own situation to decide what the control points really are for <i>your producers and organization</i>. You may find that certain aspects require a lot of attention and perhaps several different checkpoints in your internal inspection, while other aspects of the GES are taken care of in one simple check-off or do not need to be considered at all.</p> <p><u>Example:</u> <i>None of the producers in your organization use synthetic pesticides, herbicides, fungicides, or fertilizers. However, the terrain is steep and erosion is a problem. Section 3.2 of the GES becomes mostly not an issue or maybe not an issue at all. Thus, very little on your internal inspection report needs to appear. Section 3.4.1.1 of the GES is an important issue though, and you may need to ensure that special practices and behaviors are used by all members. For instance, you may have separate check-off’s for such things as: (i) contour planting; (ii) leaving certain types of plants in the ground when other planting or ground clearing is done; (iii) requiring the producer to meet with the ICS or other control personnel to make sure that plans to clear land, plant new plants, cut down trees, etc., is going to be done so that erosion is avoided; (iv) that irrigation techniques or rainfall are not causing more erosion; (v) etc.</i></p> <p>A “control points” version of the Whole Organization GES Checklist is not given here, because it is better to be sure your ICS as a whole is clear as to all the specific parts of the GES. You could make such an abbreviated control point version of the Whole Organization Checklist if you desire, though.</p>
<p>Corrective Action Agreement</p>	<p>It’s called an <i>Agreement</i> because the intention is to identify problems and make corrections, and this can really only be effectively done when the producer is acting in a cooperative</p>



	<p>spirit and willingly accepts to improve the situation. The goal is to continue to improve practices. At the internal inspection, this form can be used to summarize the ICS person's findings as noted in the internal inspection report or checklist.</p> <p>It is helpful to leave a copy of this summary with the producer if possible, so that s/he has a reminder of the key things they need to do to stay in the program in good standing.</p> <p>As also stated on this form's explanatory comment, this document can also serve as a way to document the actions taken as part of your ICS disciplinary system. Keep in mind that the better your ICS disciplinary system is at getting producers to make improvements and removing uncooperative producers from the group, the easier the ICS will be in the long run. That will ultimately likely make for fewer documents needed overall and fewer problems keeping the organization from meeting the standards.</p> <p>Producers who cannot read or write should nonetheless make their own mark on the Agreement.</p>
Education & Training Record	This is a simple list that you may want to use to record who gets trained for what subjects and when. It can be useful to keep track of your own internal education efforts, and for the FLO inspector and certifier to understand what you have done in this regard. Expand the list or change its format if you want.
Field Description & History	This is a way for your ICS to get data for each farmer's fields, which can later be captured in the Member List / spreadsheet also included in this Guide. The Field History Sheet section is important especially if the crops grown are annual crops, so that the crop rotation can be understood.
Materials Inventory & Use Record	This is a useful type of record to keep (and post), especially in communal storage areas where chemicals are kept.
Harvest & Delivery Record	Exactly what types of data you record depends on your specific situation. It is a good way to track quantities harvested and received as certified.
Processing Record	<p>When product gets received and then transformed in some way, or when different farm lots are mixed, this is a way to keep track of what went where and any changes that happened.</p> <p>This form shows only the most basic kinds of data you would need to keep. The specifics of the process will determine what else may be needed. The idea is to be able to show what came in, what happened to it, and in what form it went out from the processing unit. See the form itself for more explanatory comments.</p>
Storage & Inventory Record	This is a simple example of how to track the amount of product on hand at any given location.
Producer Agreement	There is not an actual sample form provided here, but instead



	<p>a list of key points that should be included in any agreement that is signed by the member producers. Getting consent in writing adds weight and declares clearly for future review that the producer did indeed agree. Write the agreement/contract in the manner that is most accustomed to your culture.</p> <p>Members who cannot read and write can make their mark or fingerprint as proof of their acceptance, once the content of the Agreement has been explained to them.</p>
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PART IV – Consultants and Resources

GENERAL ADVICE:

Try to develop and implement your ICS yourself before seeking help.

This section gives a listing and description of some people and organizations who you can contact if you want more help with your ICS. The description of each party is brief, but information is included so you can learn more about them. FLO will continue to expand its list of consultants over time; please contact FLO for more information.

Some advice on choosing and working with such consultants:

1. Expect good response.

This means they should:

- a. Respond quickly to your inquiries and requests.
- b. Respond in a way that you can understand.
- c. Respond to your actual request, not to their agenda or idea.

2. Know the costs.

Agree on costs of the consultant's service right at the beginning, including:

- a. Travel costs
- b. On-site time working with your organization
- c. Expenses for travel, lodging, food, equipment, phone calls, etc.
- d. Off-site preparation or research they might do.
- e. Extra services they might need, such as translation, transportation, etc.

3. Get references.

Consultants should be able to provide you with names of people who know their work, who can share with you their experiences and opinions about the consultant. Contact some of these people before hiring the consultant.

4. Compare.

If unsure of your choice, compare the offering of different consultants before making a work agreement.

5. Do not become dependent on the consultant.

Good consultants eventually make themselves obsolete. This means that they show you how to reach a goal, and then leave you with the ability to do it yourself. Once you and the consultant are familiar with each other, agree on what is a reasonable length of time for them to work with you.



6. Look for the consultant's linkage to other resources.

Consultants may be able to connect your organization with a variety of other resources, such as non-governmental support agencies, funding sources, and buyers. They may thus be able to help you in ways beyond the immediate task of your ICS – if you want.

Providing Feedback:

FLO kindly asks you to provide feedback about your experience with any consultants you engage. FLO uses this information to help other organizations to know more about the consultants so that they may make better choices.

Your response is voluntary. Please use the following standardized format when giving your feedback:



CONSULTANT EVALUATION FORM

CONSULTANT'S NAME:

YOUR ORGANIZATION'S NAME:

DATES/TIME PERIOD WORKED WITH THE CONSULTANT:

TYPE OF WORK THE CONSULTANT WAS HIRED TO DO:

POSITIVE ASPECTS OF THE CONSULTANCY:

NEGATIVE ASPECTS OF THE CONSULTANCY:

CONSIDER HIRING THIS CONSULTANT AGAIN?

RECOMMEND THIS CONSULTANT TO OTHERS?

ADDITIONAL COMMENTS:



Consultant Profiles:

(More information about these entities can be obtained via the contact information noted below. FLO cannot take legal responsibility for the information supplied)

Organization / Contact Name(s):	Agro Eco Bo Van Elzaker, Director
Description:	Consulting agency based in the Netherlands with regional offices in east and West Africa. 20 years experience. Main work is with organic production systems, but has knowledge of FLO programs. Agro Eco provides a range of services, from identification of suitable areas and producer groups, development of best agronomic practices, setting up of an Internal Control System, assistance with first time organic certification, improving product quality, providing project management, initiating marketing, optimization of the supply chain, and more. Most of the work is in supply chain management, from farmer to table.
Countries/ Regions of Work	East and West Africa, Central America
Languages:	English, Spanish, regional African languages
Website:	www.agroeco.nl and www.epopa.info
How to Contact:	Bo van Elzaker (b.vanelzaker@agroeco.nl) P.O.Box 63, 6720 AB Bennekom, the Netherlands tel +31.318.420.405, fax +31.318.414.820

Organization / Contact Name(s):	Michaelyn A. Bachhuber Consultant - Sustainable Trade Systems Verification
Description:	Specialist in Sustainable Trade of Certified Agricultural and Non-timber Forest Products, Sustainable Agriculture, and Sustainable Development. 10+ years experience. Services offered: <ul style="list-style-type: none"> - Technical assistance in sustainable agriculture practices, specializing in coffee, spices, vanilla, and nontimber forest products (NTFPs) - Assessment and implementation of certifications (organic, Fair Trade, Rainforest Alliance, Utz Cape, Starbucks CAFÉ Practices, HACCP, etc.) - Post-harvest Handling and Logistics - Quality Control - development and appropriate technology for processing - Strengthening / Group Formation for Commercialization - Financial Systems Design and Training (working capital, product payment to partners, infrastructure loans, etc.)
Countries/ Regions of Work	primarily Latin America, but globally as well
Languages:	English, Spanish
Website:	
How to Contact:	Comunidad Satis Chaxalap Calle Principal Coban, Alta Verapaz, Guatemala Tel/fax: +502-7951-3656



	Cellular +502-5413-6415 mlynbach@c.net.gt
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Organization / Contact Name(s):	Conexión Ecológica Carlos Escobar F.
Description:	A team of professionals organized to promote the development of communities through good agro-ecological, social, and marketing practices. Services include development of strategic work plans, community and social development, quality control systems, and organic and sustainable agriculture. Personnel have direct knowledge of organic and Fairtrade standards and practices.
Countries/ Regions of Work	Latin America
Languages:	Spanish
Website:	
How to Contact:	Calle 5 # 45A-125 Cali, Valle, Colombia Tel (mobil): +57-310-4276085 caescobar@econexos.org o info@econexos.org

Organization / Contact Name(s):	Crecer Ileana Cordòn, Dirección
Description:	An association dedicated to promotion and improvement of small farmers organizations, by offering services that help increase market competitiveness and sustainable production practices. Extensive experience with Fairtrade groups and related marketing alliances. IFAT (International Fair Trade Association) accredited. Services include market studies, legal and fiscal advice, workshops covering a range of topics including production, organization, ICS, and quality control.
Countries/ Regions of Work	Latin America (principally Central America and México)
Languages:	Spanish, English
Website / more information:	www.creecer.org.gt
How to Contact:	20 Calle 14-19, Zona 10, Guatemala Ciudad, Guatemala Tel. 502 2363-460 y 502 2363-4666 icordon@crecer.org.gt

Organization / Contact Name(s):	Earth Net / Green Net Vitoon R. Panyakul
Description:	Earth Net Foundation is a non-governmental organization formed by the Green Net Cooperative. These linked organizations are dedicated to the promotion and development of organic and Fairtrade products in Southeast Asia, and have a proven track records of success. Green Net offers domestic and export marketing programs, as well as distribution services and infrastructure in Thailand. The Earth Net Foundation offers



	programs and training in organic agriculture, community enterprise, and consumer education. Seminars, workshops, customized trainings, and consultancy is provided on an individualized basis.
Countries/ Regions of Work	Asia and the Pacific
Languages:	Thai, English, Laotian
Website:	www.greennetorganic.com
How to Contact:	6 Soi Piboonupatam-Wattana Nivej 7 Suthusarn Road, Huay-Kwang Bangkok 10310, Thailand Phone: + 66 (0) 2 277 9380 -- 1 Fax: + 66 (0) 2 277 9654 vitoon@greennetorganic.com info@greennetorganic.com

Organization / Contact Name(s):	ForesTrade de Guatemala, S.A.
Description:	Services offered: <ul style="list-style-type: none"> - Technical assistance in sustainable agriculture practices, specializing in coffee, cardamom, annatto, allspice, vanilla, ramon nut, and other agroforestry and nontimber forest products (NTFPs) - Assessment and implementation of certifications (organic, Fair Trade, Rainforest Alliance, Utz Cape, Starbucks CAFÉ Practices, HACCP, etc.) - Post-harvest Handling and Logistics - Quality Control - development and appropriate technology for processing - Strengthening / Group Formation for Commercialization - Financial Systems Design and Training (working capital, product payment to partners, infrastructure loans, etc.)
Countries/ Regions of Work	Central America and Mexico, Caribbean
Languages:	Spanish, Qéqchi, Pokomchi
Website:	www.forestrade.com
How to Contact:	1 Calle 5 – 27, Zona 1 Coban, Alta Verapaz, Guatemala Tel / fax: +502-7952-1307 / 7951-2261 michaelyn@forestrade.com.gt fernando@forestrade.com.gt

Organization / Contact Name(s):	David Gould
Description:	Consultant and specialist in sustainable production systems including organic, Fairtrade, non-GMO, others. 12 years experience inspecting, designing, and certifying producer groups and evaluating Internal Control Systems (ICS). He works with certifiers, inspection bodies, and private companies on program design, policy formation, product development, and quality control.



	Environmental Consultant to FLO, responsible for creation of new Generic Environmental Standards, training of inspectors, and related education. Author of this ICS Training Guide.
Countries/ Regions of Work	Available globally
Languages:	English (native), Spanish (fluent), French (conversational), Italian (conversational)
Website:	
How to Contact:	davidfgould@msn.com Skype: David F. Gould 1936 SE 35 th Avenue Portland, Oregon 97214 USA ++1-503-235-7532

Organization / Contact Name(s):	Grolink AB Gunnar Rundgren
Description:	Grolink has offices in Uppsala (Sweden), Belgrade (Serbia), Penang (Malaysia), Bangkok (Thailand) and Kampala (Uganda). Grolink consultants have extensive experience of organic and fair trade certification, including work with internal control systems (since mid 1995). They have been involved in the development of several projects with Internal Control Systems, as well as training inspectors/auditors in the art of evaluating such systems. Grolink has also been a key consultant for the establishment of 9 organic certification bodies. Grolink has consulted FLO, National Initiatives, importers and producers in various issues relating to Fair Trade. Its staff also has extensive experience in accreditation, farmer organization, marketing, promotion and policy. Grolink has published guides for setting up organic projects, including guides for how to set up an Internal Control System.
Countries/ Regions of Work	Europe, Africa and Asia
Languages:	English, Thai, Serbo-Croat
Website:	www.grolink.se
How to Contact:	Torfolk Östra Skymnäs SE-684 95 Höje Sweden Phone: +46 56372345 Telefax: +46 56372066 E-mail: info@grolink.se

Organization / Contact Name(s):	International Certification Services, Inc. Robert Simmons or Christina Dockter
Description:	ICS has over 20 years of experience in evaluating Internal Control Systems. They state that they have first hand knowledge of what works in the field and are well positioned to help organizations develop an effective and certifiable Internal Control System. ICS



	has particular expertise in development of procedures and policies, customized documentation and inspector training.
Countries/ Regions of Work	North/Central/South America, West Indies and Asia. Available globally.
Languages:	English, Spanish, French
Website:	www.ics-intl.com
How to Contact:	info@ics-intl.com 301 5 th Avenue SE Medina, ND 58467 USA Tel. ++1-701-486-3578 Fax ++1-701-486-3580

Organization / Contact Name(s):	Roberto Mack
Description:	Roberto Mack is a specialist and consultant in Organic Agriculture, Fairtrade, agroforestry diversification and rural development for areas of the humid tropics. He has ample experience in fruit trees and perennial cultures, particularly with cacao, working in field production, organizational aspects, post-harvest processing, and international trade. He is an independent inspector for organic certification and verifies programs for Starbuck's Coffee Practices. He currently works as an advisor to the Association of Small Producers of Talamanca (APPTA) in Costa Rica.
Countries/ Regions of Work	Central America
Languages:	Bi-lingual Spanish – English; Portuguese (conversational); French (reads and understands)
Website / more information:	
How to Contact:	rmack@ice.co.cr ; Tel: office: (506) 524-3122 ; cel. (506) 382-3094 Apdo. 170-2070 , Sabanilla, Montes de Oca, Costa Rica

Organization / Contact Name(s):	MAYACERT S.A. Noé Rivera Flores
Description:	Certification agency serving organic, bird-friendly, Utz Kapeh, C.A.F.E. Practices, Eurepgap, and HACCP programs. Offering rigorous inspection services and detailed client-specific training related to ICS. Conducts training of professional inspectors and auditors, as well as producer groups to meet production standards. Has formed and maintains alliances with other certification agents. Supports the FLO mission. 9 years experience.
Countries/ Regions of Work	Latin America
Languages:	Spanish
Website:	www.mayacert.com
How to Contact:	MAYACERT, S.A. 6a calle 3-22 zona 10 Guatemala City, Guatemala. Tel. 00502-2361820



	noe.rivera@maycert.com
Organization / Contact Name(s):	Bridget O'Connor, Sarah Banda
Description:	B. O'Connor: 7 years experience as Ecocert inspector in East and Southern African region covering all types of inspection including particularly ICS for small scale farmers. Facilitated training in ICS management and implementation. Attended QM workshop with Hivos in Cape Town in March 2006 and helped facilitate with Hivos regional QM workshop in Zambia October 2006 Sarah Banda: Certification counterpart to B. O'Connor at OPPAZ and trainee inspector for Ecocert. Facilitated ICS training and implementation. Attended quality management workshop with Hivos in Kwazulu Natal South Africa in 2005
Countries/ Regions of Work	B. O'Connor - East and South African region S. Banda - Zambia
Languages:	Bridget O'Connor - English, French (conversational), Shona (conversational) Sarah Banda - English, German, Nyanja, Nsenga, Tonga, Bemba
Website:	
How to Contact:	Organic Producers & Processors Association of Zambia (OPPAZ) 14 Leopards Hill Road, Kabulonga PO Box 35317, Lusaka, Zambia Tel/Fax: +260-1-265208 Tel: +260-1-263070 bridget@organic.org.zm oas@organic.org.zm

Organization / Contact Name(s):	Lorenzo Peris
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