



Fairtrade Standard for Cocoa, Version 27.09.2023_2.4

Guidance Document on Management Systems

Practical Guidelines for Small-Scale Producer Organizations (SPOs) in the Cocoa Sector to Set Up and Manage Management Systems (requirements 3.1.1 to 3.1.17)

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1. Introduction

1.1 Purpose of this Document

The purpose of this document is to support you, a Producer Organizations (POs), in applying requirements related to the Management Systems (MS) as described in the Fairtrade Standard for Cocoa¹.

The MS requirements are divided into the following sub-chapters:

- 3.1 Member registration and agreements: requirements 3.1.1 to 3.1.3. See Chapter 2.
- 3.2 Farm operators: requirements 3.1.4 to 3.1.6.
- 3.3 Compliance management: requirements 3.1.7 to 1.1.9. See Chapter 3.
- 3.4 Management effectiveness: requirement 1.1.10 to 1.1.17. See Chapter 4.

This document will not address the requirements relating to farm operators (requirement 3.1.4 to 3.1.6) as the application of these requirements is discussed in the document “Managing relationships with farm operators”.

The Fairtrade Standard for Small-scale Producer Organizations² includes three requirements related to MS:

- Requirement 3.1.5 about the implementation of an MS. for 2nd and 3rd grade organizations.
- Requirement 3.1.6 about the implementation of an MS for 1st grade organizations.
- Requirement 4.2.2 about membership records.

Requirements 3.1.5 and 3.1.6 are covered once complying with cocoa requirement 3.1.7. Requirement 4.2.2 is covered with cocoa requirement 3.1.1.

1.2 Terminology Used

A **Management System (MS)** is a set of policies, processes and procedures used by an organization to ensure that it can fulfil the tasks required to achieve its objectives.

An **Internal Management System (IMS)** is a set of procedures, processes and data that are documented and followed to ensure compliance with Standards and/or internal organisational policies. Requirements 3.1.7 to 3.1.9 specifically relate to compliance management. An IMS is part of a Management System (MS).

1.3 Reasons for Updating Management System Requirements

Some management system requirements are existing requirements that have been slightly modified, while other requirements are completely new and must be applied from January 2025 (see also Chapter 1.5).

¹ Version 27.09.2023_v2.1

² Version 03.04.2019_v2.6

There are several reasons why management system requirements are updated. Fulfilling an ever-growing list of Human Rights and Environmental Due Diligence (HREDD) expectations requires a higher level of professionalization regarding system processes, data collection, organization, and analysis. As a PO, if you implement a digitalized management system and collect and analyze data on members' farms, production, and sales, you will be better able to autonomously manage prominent HREDD risks such as deforestation, and therefore maintain access to key markets such as the European Union.

In assessing the implementation of management systems in recent years, Fairtrade has confirmed that farm and farmer data is typically collected by producer organizations when requested from trading partners. The insights that can be gained from this data are very valuable. However, you as POs usually do not benefit from collecting this data because data is not fully used by you or not even shared with you. That is why Fairtrade promotes the implementation of "FairData" principles in supply chains. The implementation of an effective management system gives you control over your own data and insights, provides cocoa traceability, and ultimately strengthens the producer organization's role as a trading partner.

1.4 Goal and Benefits of a Management System

The purpose of the MS is to improve the business management capacity of the PO as well as the service delivery to your members, based on reliable member data. In addition, the MS helps ensure that you as PO and your members comply with the Fairtrade Standards. With a well-functioning management system, you have effective tools that support your mission of providing economic and social benefits to smallholder farmers, as well as making them attractive business partners to maximize their Fairtrade sales.

Having a well-functioning MS is **useful** for several reasons, because:

- Estimated and actual production volumes can be used to help find a buyer.
- You gain a better understanding of your members' situation and hereby can better support them to improve the economic viability and environmental sustainability of their farms. This will help to build trust and loyalty among members.
- You know exactly how many members you have in each community which makes it easier to plan training programs and other support activities (this could include activities funded with Fairtrade Premium). This information will also help you to discuss any potential assistance from partner organizations.
- You can easily keep track of annual dues payments and training programs attended by members.
- Actual sales volumes per member can be used to divide any premiums among members.
- Having clear oversight of your members' farming needs, the progress of your farmer programs and your actual and potential cocoa supply helps to build confidence with business partners and to strengthen commercial relationships.

1.5 Checklist for Implementation

The table below summarizes all actions you must take to implement all related MS requirements.

Requirement	Action to take	Type	Year	Applicable from	Applies to
3.1.1	Have member records as specified in Annex 1.	Core	0	Jan 2025	POs
	Update member records on an annual basis.				
3.1.2	For PO with more than 500 members: implement a digital system to record the member, farm, and internal inspection data.	Core	3	Jan 2025	POs
3.1.3	Have an agreement in place with each individual member which specifies the rights and obligations of each party in relation to Fairtrade certification.	Core	0	Jan 2025	POs
Requirement	Action to take	Type	Year	Applicable from	Applies to
3.1.7	Implement an IMS system which enables you to manage compliance with Fairtrade requirements for all cocoa producers of the organization.	Core	3	Jan 2025	POs
	Have a documented description of the MS.				
	Have a documented management structure of the MS.				
	Have an MS manager who is responsible for the MS.				
	Have an internal inspection system in place.				
	Do an annual risk assessment to address risks and threats to the integrity of the MS.				
3.1.8	Have an adequate number of internal inspectors.	Core	3	Jan 2025	POs
	Train internal inspectors annually.				
3.1.9	Allocate tasks and responsibilities to 1 st and 2 nd grade member organizations concerning to effectively maintain an IMS.	Core	3	Existing	2 nd and 3 rd POs
3.1.10	Develop, implement, and regularly adapt a centralized plan for training and other support activities.	Core	1	Existing	POs
3.1.11	Have access and user rights for data collected from members.	Core	3	Jan 2025	POs
3.1.12	Grant POs access to information collected from members.	Core	3	Jan 2025	Payer, conveyor
3.1.13	Communicate roles and responsibilities of members to members.	Core	1	Jan 2025	POs
	Develop and publish an organogram.				
3.1.14	Ensure staff is trained regularly.	Core	1	Jan 2025	POs
3.1.15	Assess the ability of the PO to ensure compliance at least every 3 years.	Core	3	Jan 2025	POs



	Propose targeted actions to the GA to drive organizational change and development.				
3.1.16	Develop an overview of financial and commercial agreements with traders, services providers, and others.	Core	1	Jan 2025	POs
	Share details of financial and commercial agreements with members.				

Requirements 3.1.4 to 3.1.6 are related to farm operators and are not included in this document. For the implementation of requirements 3.1.4 to 3.1.6, see document “Managing relationships with farm operators”. Requirement 3.1.17 on Cost-Benefit analysis on Fairtrade certification is not included in this document.

2. Member Registration and Agreements

There are three requirements related to member registration and agreements:

- Requirement 3.1.1 about member information
- Requirement 3.1.2 about digital member data
- Requirement 3.1.3 about membership agreement

Below you will find guideline for applying these three requirements.

2.1 Collecting and Managing Member Information

All 1st, 2nd and 3rd grade organizations **must keep up-to-date records** of their members. This includes:

- Personal information.
- Farm and production information.
- Information on cocoa production, training, and inspection.
- Household members’ information.
- Farm operators’ information³.

Fairtrade Standard for Cocoa
 You update records of your members on an annual basis according to the table in Annex 1.
Year 0 Core requirement 3.1.1

Annex 1 provides an overview of all data to be collected and some optional data you can collect⁴. Most data should be collected in year 0, while some should be collected in year 1. When farmers join your PO, they must complete a registration form (see Annex 2) which will allow you to collect all the data you need to collect in year 0.

Data that changes seasonally should be collected seasonally. Data that does not change seasonally, such as personal data, only needs to be **updated if there is a change** (for example if the member has a new telephone number or if there is an expansion of the family). Once a year,

³ Details on data on farm operators is described in the document *Managing relationships with farm operators*.
⁴ The data to be collected, is required according to Requirement 3.1.1, while optional data is suggested by several POs in Côte d’Ivoire and Ghana.

for example during the General Assembly, you can print out all the information and ask each member to **check** whether his/her personal and farm data is still up to date.

Record Keeping at Member's Level

You must keep track of a lot of different information about members and activities. To best support the PO's data management, it is strongly recommended that members also maintain their own records. Encouraging members to keep their own records improves the quality of data collection at the PO level because member records can be used to verify data collected from members. Record keeping also benefits members as it can help them track their expenses and income, better plan their farming activities, and understand the impact of different interventions on their business. This is also in line with cocoa requirement 3.5.3 which supports your members to document their farm income and production costs.

Record keeping is not everyone's favourite activity. Therefore, it is necessary to make it as easy as possible. A simple option is to give each member their own **passbook or ledger** in which all data is recorded.

Member Passbook

A member passbook could contain the following data.

1. Personal data:

- A clear passport picture.
- Farmer ID number.
- Personal information: first name, family name, date of birth, gender, contact number.
- Location of residency: community, district, region.
- Registration date with PO.
- Landowner or farm operator.

2. Farm data

- Location of the farm: community, district, region, and polygon or geolocation data.
- Per farm:
 - farm unit ID number
 - farm size
 - cocoa production area
 - tree age
 - planting density
 - number of shade trees
- Workers: number of family members working on the farm, number of full-time labourers on the farm, number of seasonal labourers on the farm.
- Cocoa production and sales of previous seasons in kilograms.
- Estimated production for current season in kilograms.

3. Records on farm activities

- **Fertilizer application:** Records on fertilizer application are recommended for efficient use of fertilizers. Data should include date of application, type of fertilizer, quantities applied, application method, weather conditions.

- **Application and pesticide storage:**
 - *Application records* including date of application, pest problem, name of pesticide applied (brand name and active ingredient), mode of action, toxicological class, quantities applied, number of acres covered, weather conditions, pre-harvest interval, re-entry interval, name of person who applied the pesticides.
 - *Pesticide storage records* including name of pesticide (brand name and active ingredient), quantity, expiration date, date of storage, date of leaving storage.
- Pruning activities, including dates.
- Replanting of cocoa trees, including numbers and dates.

4. Inspection

- Dates of internal inspection and FLOCERT audits.
- Results of inspections, including recommendations for improvement.

5. Training and support activities

- For every topic, the date of the training, and the name of the trainer.
- Date and description of any support activity, for example number of seedlings or pruning equipment a member received.

The results of farm assessments, internal inspections, and the farm improvement plan should not be recorded in the member passport to prevent the passbook from becoming too bulky and cumbersome. This information should be kept at PO level, and you share copies of results with members as necessary. It is important that **each member receives the results of any inspection or assessment carried out on his/her farm**, and that you **agree with the farmer** (and his family when appropriate) **on the actions to be taken**.

2.2 Digitizing Member Data

It is almost impossible to have a well-functioning MS if you only use paper to collect, maintain and analyze data. Therefore, even for POs with less than 500 members, it is highly recommended to set up an electronic management system.

The **advantages** of an electronic system for data collection are:

- It makes your PO more professional, which can, for example, help you find new buyers.
- It saves a lot of time and money because you no longer have to spend money and time on copying questionnaires, transport to get the questionnaires into the field and pick them up again, and data entry.
- The quality of the data is better because data collectors are guided through the questionnaire, so they cannot skip questions, while questions that are not applicable do not appear.
- GPS coordinates are automatically provided and the starting and ending time of an interview that can be used to monitor the data collectors.

Fairtrade Standard for Cocoa
If your organization has more than 500 members, you gradually implement a digital system to record the member, farm, and internal inspection data.
Year 3 Core requirement 3.1.2

- There is less chance of errors in data entry because data is entered into the database at the collection point, whereas with a paper version the data is entered at the collection point and later entered into the database by someone else.
- It is more practical to take a phone or tablet into the field than stacks of paper.
- Data is not easily lost or damaged, which is more likely with paper questionnaires.

The **advantages** of an electronic system for data analysis are as follows:

- With an electronic database, it is **easier to select information** and have an overview of what is happening in your organization, in each group or community, and at the individual level.
- It is **easier to see trends** over a longer period of time.
- Electronic analysis **saves a lot of time** and there is less chance something is overlooked.
- Analysis can be easily performed for **multiple indicators**, depending on what you want to analyse (and for whom).

There are also some **disadvantages** of an electronic database:

- An **initial investment** is required to set up an electronic system and there are yearly costs to use the system.
- You need **electricity**. Batteries for smart phones and tablets need to be charged regularly when in the field. Computers and laptops in the office also need electricity. Using power banks or solar energy to charge equipment as a backup to the normal electricity grid can help.
- Often data collection is completed by lead farmers who have a lot of experience and technical knowledge but have **no experience** with smart phones or tablets. In that case, electronic data collection can be a challenge.
- To manage an electronic database, **you need someone who is familiar with the software** used. Staff can be trained in the use of the software, but it often takes time before people are proficient in it.

Digital solution means using a **computerized method**. In general, there are three types of digital solutions:

1. Using Microsoft Office **database program software** such as Excel or Access or something similar, which requires data to be entered manually. The system can be an Excel or Access database.
2. **Using a data collection tool to capture data that is being transported to a Microsoft Office database program.** For example, field officers use a mobile device to record the number of bags for each member at different points along the value chain. The data is sent to the secretariat where it is uploaded in a database program. Any manipulation of the data in the database is done manually.
3. **Using third-party software for data management.** This type of software also works with a data collection tool. The data is transferred to the secretariat where it is automatically linked to other data in the system. On the dashboard, data is automatically aggregated and visualized in graphs, charts, and/or key performance indicators that provide an overview of the current situation. For example, as PO you can see exactly how many bags have been sold by members to the PO or buyer so far. Some software also has more

advanced features, such as digitally generating barcodes to tag and track cocoa bags, meaning you can track bags at any time.

To select which option you want to use as a PO, there are a number of things you need to take into account::

1. The costs involved.
2. The current situation at your PO and plans for the future.

1. The costs involved

There are always costs when using software. Some online software may appear free, but this likely means that not all features are accessible, or the number of entries is limited to a very small number. There are different types of costs, so it is good to list them all to have an insight in the total costs.

- **Cost for the purchase and use of the software.** Excel and Access are part of the standard Microsoft Office package and will not entail additional purchase costs. When buying third-party software, you often pay a purchase price and an annual subscription fee. Sometimes there are additional costs for additional users and/or a costs per entry.
- **Cost for staff.** You will need staff to collect data in the field, to enter data (if using Excel or Access), and to manage the software.
- **Cost for equipment.** To use Excel or Access you need a relatively simple laptop or desktop computer. To use third-party software, what you need depends on the software you use. You may need a laptop or desktop computer with a larger internal memory and processor, mobile devices to collect data and/or scan barcodes, and (high speed) internet.
- **Other costs involved.** If you are not using third-party software, you will collect data using paper forms, ledgers, or questionnaires. This will involve costs for photocopies, transport of the forms to the field, and transport of completed forms back to the secretariat. When using third-party software, there may be additional costs for training of staff, adding or changing data collection forms, etc. Make sure you get a breakdown of costs from the supplier so there are no surprises when you purchase and use the software.

2. The current situation at your PO and plans for the future.

To decide which option best suits your PO, you need to look at your PO's current situation, but also into the future.

- **The need of the PO.** It is possible to implement a management system with Excel or Access, but because the majority of the work is still done with paper forms and ledgers, it is subject to errors and mistakes. However, it might serve its purpose for the time being. If you deal with different buyers and/or different certification standards, a more sophisticated system with third party software is required. If you as PO want to become more professional and/or look for new buyers, a system with more features is needed to meet your needs.
- **Available capacity within the PO to use the system.** While third-party systems take away a lot of work in the field, the system must be managed by someone, and field staff must be able to use mobile devices to capture data and/or generate codes and scan bags. If your PO does not have the capacity to work with a more complex software, you must

decide whether to opt for simpler software, invest in capacity building of your staff, or hire (additional) staff.

- **The demand of your current and future buyer(s).** Traceability is becoming increasingly important for end buyers and the demand for POs to implement first mile traceability from farmer to buyer is increasing. As a PO, you want to avoid losing buyers because you cannot guarantee or prove traceability. Having an advanced digital system in place can meet demands of current buyers and even attract new buyers.

When deciding to use **third-party software**, there are several suppliers available. When selecting a supplier, you should consider the following:

- **Select reliable software and a supplier with a track record.** New suppliers that have developed their own software regularly emerge. Because software must be thoroughly tested in the field, it is advised to select software that has proven its functionality in your country under circumstances similar to those of your PO. You can contact other POs in your country about their experience with the software they use.
- **Check which services are included when purchasing and using the software.** Services may include installing the software, training staff, providing technical assistance for a period of time, transferring data from a previous database to the software, adding or changing data collection forms, etc.
- **Check that the supplier has a presence in your country** to avoid that you have to deal with a call center in another part of the world with people who do not understand the circumstances of your PO.
- **Check what is possible with the software and what is not.** It helps to have a product flow with traceability steps indicated (see also Cocoa Requirement 2.1.3 Documenting the Product Traceability Procedure) so you can check together with the supplier what the software can do (and not) during all steps.
- **Check what is possible with the software and what is not.** It helps to have a product flow that identifies traceability steps (see also Cocoa Requirement 2.1.3 Documenting the Product Traceability Procedure) so that you can check with the supplier what the software can (and cannot) do during all steps.
- **Check if the software can work offline.** Most do, but it is better to be sure.
- **Check if the software is available in your language.** Most software is developed in English and might not be available in French or Spanish.
- **Insist on a trial period to test the software.** A demonstration is nice, but it will not show the challenges you will face in the field. Moreover, you only see and understand the functionalities of the software once you start using it. That is why it is good to have a trial period of a few weeks or months in which you can test the software before committing for a longer period. If you know another PO using the same software, you might consider asking if they can join them in the field to see first-hand how the software works.

In Annex 7 you will find an overview of available software. Please note that this list is not exhaustive as new software and suppliers enter the market regularly.

2.3 Signing Membership Agreements

The Fairtrade Standard for SPOs requires that each member follows the rules and regulations of the PO (requirement 4.2.3). To formalize this, each individual member must sign an agreement with the PO which specifies the rights and obligations of each party regarding Fairtrade certification.

The agreement should include at a minimum, details which describe:

- The year in which the farmer member joined the PO (year of registration) and the process and/or conditions for leaving the organization.
- Commitment from both the member and you, the PO, to comply with Fairtrade Standards including participation in both external and internal audits.
- Your commitment to service delivery and member commitment regarding participation in training programs and other PO activities, including farm improvement plans.
- Member's consent to you, the PO, to collect, process and share their data in accordance with local regulations.

Fairtrade Standard for Cocoa

You have an agreement in place with each individual member which specifies the rights and obligations of each party in relation to Fairtrade certification.

Year 0 Core requirement 3.1.3

You ensure that the registered member is assisted, if desired, by a witness who is competent in reading and writing. If a farmer signature is not possible, a thumbprint is accepted.

Other things that could be included in the agreement are:

- Seasonal cocoa supply/purchase targets (i.e. quantities the farmer will sell to the PO - or a buyer who has an agreement with the PO).
- Information about the PO's capacity to sell the cocoa under Fairtrade terms.

Every new member must sign such an agreement when he/she registers as a member. Existing members can sign an agreement for example, during the next General Assembly. The agreement can be valid for example for 5 years, unless there are significant changes within the PO or environment that affect the agreement. Procedures about the agreement and the renewal data must be included in the constitution.

If you already have a formal arrangement in place between the PO and members, there is no need to draw up an additional agreement. The above-mentioned elements can be added to an existing document.

3. Compliance Management

There are three requirements related to compliance management:

- Requirement 3.1.7 about Internal Management Systems (IMS)
- Requirement 3.1.8 about internal inspectors
- Requirement 3.1.9 about allocation of responsibilities between second and third grade POs and their member POs

Compliance Management requirements state that you must implement a system that allows you to manage compliance with Fairtrade requirements at all levels of the organization. Below you will find guidelines for applying these three requirements.

3.1 Managing Compliance

According to cocoa requirement 3.1.7, the Internal Management System should incorporate the following elements:

1. A documented description of the IMS procedures and documented management structure of the IMS.
2. One person responsible for the IMS – an IMS manager.
3. Regularly updated member records.
4. A risk assessment to address risks and threats to the integrity of the IMS, including possible conflicts of interest.
5. An internal inspection system (see Chapter 4.2) including:
 - 4.1 Identified internal inspectors.
 - 4.2 Annual inspections and reports which are shared with members and management.
 - 4.3 The use of corrective actions.

Fairtrade Standard for Cocoa
You implement an IMS which enables you to manage compliance with Fairtrade requirements for all cocoa producers of the organization.
Year 3 Core requirement 3.1.7

You will maintain documented information as evidence of internal audits and ensure that members take necessary corrective action within a reasonable time frame. Your internal inspection system also identifies opportunities for improvement.

Cocoa requirement 3.1.7 is in line with requirement 3.1.5 of the Fairtrade Standard for SPOs which requires 2nd and 3rd grade organizations to have an IMS. This is also applicable as a development requirement for 1st grade organizations with more than 100 members. However, Cocoa requirement 3.1.7 is CORE for 1st, 2nd, and 3rd grade organizations.

1. Documented Description of the IMS and Management Structure

You must document how the IMS functions and how it fits into the existing structure of the organization. The first step is to develop an organogram of your PO in which you list all organizational bodies and functions, such as the General Assembly, Board or Executive Council, the Executive Secretary or Manager, Accountants, etc. Then you add the IMS functions, including the IMS manager and internal inspectors. In Annex 3, you will find an example of an organogram.

The second step is to describe how the IMS functions which means that you describe who is doing what, including:

- Managing the membership database.

- Organizing internal inspection, including data collection, data analysis, results, and sharing of results with members.
- Conducting a risk assessment.

The final step is to describe how you will implement all IMS related activities and what rules need to be followed. For example, you need to describe how internal inspections will be done, how results are recorded, and what follow up measures will be taken in case of non-compliances detected on members' farms. These can include sanctions.

2. One Person Responsible for the IMS

There should be one person responsible for the IMS, even if tools and procedures are already used. This can be someone who is already working for the organization, a new staff member can be recruited, or within smaller organizations, it can be one of the members. Depending on the size of the organization, the IMS team or committee may consist of an IMS manager and a number of internal inspectors.

3. Regularly Updated Members List

This is discussed in Chapter 3.1 of this document on *Collecting and managing member data*.

4. Use of Risk Assessment to Address Risks and Threats to the Integrity of the IMS

In the first year of certification, your organization must identify where its members are at risk of non-compliance with environmental and labor requirements. This is called a risk assessment (see also PO topic 3.1 on Risk Assessment on how to carry out a risk assessment). You must also carry out a risk assessment to address the risks and threats to the integrity of the management systems.

3.2 Internal Inspection System

There are several instances when your Producer Organization is checked for compliance with Fairtrade requirements:

- The **initial audit** is done by FLOCERT when you apply to become Fairtrade certified.
- The **internal inspection**, in which all farms are checked internally, is part of the Internal Management System that must be implemented from year 3.
- **External audits** are done by FLOCERT most years to check if your organization and your members comply. Audits can be unannounced.

3.2.1 Internal inspectors

At least once a year, all farms are inspected by an internal inspector. This can be someone from your producer organization or someone appointed by your organization. Your organization must have a list of all inspectors.

The following criteria can be used to select suitable persons to become internal inspectors:

- Literate: the person should be able to read and write to complete the inspection reports.
- Physically fit to move around to visit farms.

- Available to inspect farms (which means that members with other functions within the organization might not be best persons to select).
- Knowledgeable on cocoa production.

Ratio of Internal Inspector to Members

According to requirement 3.1.8, the number of internal inspectors must be adequate and proportionate. This means that there must be sufficient internal inspectors to inspect all members' farms within a certain period, such that all non-compliances are identified. We call this the ratio of inspector to members, meaning the number of members each internal inspector needs to cover. Unfortunately, there is not an ideal ratio of members to internal inspectors that applies to every PO, as there are several factors that influence the number of farms an internal inspector can inspect in a given period, including:

- *Average farm size of members.* Inspecting a larger farm will take more time than inspecting a smaller farm.
- *Number of farms per member.* Where a member has more than one farm unit, the internal inspection for that member will take longer than for a member with only one farm unit.
- *Accessibility of farms.* Reaching farms that are far away or difficult to access will take more time than farms that are easy to access.
- *Distance between farms.* Reaching farms that are all near to each other will take less time than reaching farms that are far away from each other.
- *Available transport for internal inspectors.* Having a motorcycle will significantly reduce travel time to farms compared to reaching all farms on foot.
- *The number of non-compliances.* On a farm where everything is in order, a farm inspection will be carried out more quickly than on a farm with many non-compliances.

Fairtrade Standard for Cocoa

The number of internal inspectors is adequate and proportional to the type, structure, size, products, activities, and output of your organization.

Internal inspectors receive training at least annually to ensure they are up to date on Fairtrade standards, your organization's internal policies and procedures, the products and activities of your organization and relevant regulatory requirements.

Year 3 Core requirement 3.1.8

To determine an adequate and proportional ratio of inspectors for your PO, you can take the following into consideration:

- Time it takes to do an internal assessment of an average farm (average in terms of farm size and number of non-compliances).
- Average number of farms per member.
- Average travel distance to farms and travel distances between farms.
- Available transport for internal inspectors.
- Period available for the internal inspection.

Once you know how many farms an internal inspector can inspect on average per day, you can calculate how many inspectors you need to inspect all farms in the available period.

Procedures to Conduct an Internal Inspection

To ensure that the internal inspection is performed correctly, you must develop procedures for how the internal inspection is conducted. The procedures will help internal inspectors to perform their work correctly. It is advisable to include the procedures in the contract or agreement that the

PO concludes with the internal inspectors, so that it is clear to everyone what is expected of internal inspectors.

The procedures can include the following elements:

- **Actual inspection:** how many farms need to be inspected, location of the farms, duration of the work?
- Completion of the **inspection forms:** which forms need to be completed, when do forms need to be submitted?
- **Contact person:** who can the inspector contact in case of challenges in the field?
- **Informing farmers:** who informs farmers about upcoming inspections?
- **Remuneration:** do inspectors get a fixed allowance for a certain period or per farm inspected, are costs reimbursed?

In case internal inspectors are members of your producer organization, there may be some friction when internal inspectors inspect farms of members from their own community. Therefore, when using members as internal inspectors, it is better to have them inspect farms in different communities where they do not know the members. This can also be included in the procedures.

Training of Internal Inspectors

Internal inspectors need to be well prepared for their job. This means that they must have the technical knowledge and skills to carry out an internal inspection. A training program for internal inspectors should include:

- Explanation on Fairtrade and the Fairtrade Standards.
- Explanation on the role of an internal inspector.
- Explanation on the inspection forms: it should be clear for the internal inspector what (s)he needs to ask the farmer and what needs to be observed.
- Practise on how to use the inspection forms: this can be done with role-plays.
- General procedures on reporting, reimbursement of costs, remuneration.
- Logistical arrangements: scheduling of farm visits in the most effective and efficient way.

3.2.2 Annual Inspections and Reports, and Feedback to the Members

To remain certified as an organization, subsequent audits are carried out annually to verify that your and your members meet the requirements of the Fairtrade Standards. The steps for subsequent audits are similar to the initial audit:

1. All standards requirements applicable to the year of certification must be implemented by you and your members before the audit. You will need to provide training to your members to ensure they understand the requirements.
2. You are responsible for compliance of your members and therefore you need to have internal control mechanisms in place. An Internal Management System organizes annual internal inspections of the members' farms. During the internal inspection, the list of requirements is checked at farmer level.
3. You share with the farmer and the group(s) written report of the results of the inspection and advise them how to take corrective measures for those requirements that have not been met. You can develop your own internal sanctions for members that do not comply with requirements. Suspension could be a sanction.



4. The corrective measures from the internal inspections must be implemented by the time the external audit by FLOCERT takes place. The results of the external audit are communicated during the closing meeting and will be confirmed in writing to the producer organization.
5. You will be given a short time to implement corrective actions and submit the evidence. In some cases, a follow up visit by FLOCERT is required to verify the evidence in the field. If the evidence is satisfactory the certification is renewed.

3.2.3 Use of Internal Sanctions

Internal sanctions are penalties given to members who do not comply with the Fairtrade Standards. You can set your own sanctions depending on the level of non-compliance and the type of requirement not implemented. It is important that members are aware of the sanctions and that everyone understands them. There should be clear written procedures that are explained during training programs or meetings.

3.3 Allocating Tasks and Responsibilities Among Members POs

Because most IMS requirements apply for 1st, 2nd and 3rd grade organizations, it is essential to clarify which grade is responsible for collecting member information, updating member records, and monitoring with the Fairtrade Standards by members to avoid duplication of work. Although some information is collected at the 1st or 2nd grade level, it is important that this information is shared with the higher-level organization, which will assemble all data. To facilitate this process, all grades should agree on the data collection format to enable easy compilation, and how updates will be communicated.

Fairtrade Standard for Cocoa

As a 2nd or 3rd grade organization, you define with your 1st grade or 2nd grade member organizations the appropriate allocation of tasks and responsibilities to effectively maintain an IMS.

Year 3 Core requirement 3.1.9

4. Management Effectiveness

There are eight requirements related to manage effectiveness:

- Requirement 3.1.10 about plan of training and support activities (see Chapter 4.1).
- Requirement 3.1.11 about management systems and data (see Chapter 4.2).
- Requirement 3.1.12 about sharing management system data, applicable to payers and conveyors (see Chapter 4.3).
- Requirement 3.1.13 about communicating organization structure (see Chapter 4.4).
- Requirement 3.1.14 about regular staff training (see Chapter 4.5).
- Requirement 3.1.15 about management capacity assessment (see Chapter 4.6).
- Requirement 3.1.16 about financial agreements (see Chapter 4.7).

Below you will find guidance on the application of these requirements.

4.1 Planning Training and Support Activities

To conduct more effective training and support, you must develop, implement and regularly modify a **centralized plan for training and other support activities** based on the needs of your members. The plan enables you to better organize and coordinate training and support activities, avoid unnecessary duplication and repetition, ensure more efficient use of scarce resources, and support continuous improvement. In Annex 4, you will find an example of a simple training plan.

Fairtrade Standard for Cocoa

You develop, implement and regularly adapt a centralized plan for training and other support activities based on the needs of your members.

Year 1 Core requirement 3.1.10

The **training and support plan** should ensure that your members are trained and supported in areas that need improvement. It is recommended to include topics which are beyond Fairtrade core standards.

Support services are any training, technical assistance or other forms of support provided to farmers to help them improve their farm performance and implement good agricultural practices while meeting the Standard requirements. Training will help members acquire the necessary knowledge and skills, while support services will focus more on the conditions or infrastructure needed to progress.

For example, you can teach farmers why to wear protective equipment and how to wear it when applying pesticides, but if the equipment is not sold in the immediate vicinity of the community, farmers will not be able to purchase the protective equipment and will not comply with Fairtrade requirements. A support service could be to improve access to protective equipment, either by linking farmers to a sales point or by purchasing the equipment in bulk on behalf of members.

Other support services could ensure that farmers have access to planting material, agricultural inputs, agronomic advice, and training; all of this of right quality and quantity, and at competitive prices at locations close to all members. Keep in mind that a support service does not mean providing something for free; it is rather **facilitating a process** (such as access to).

Development of a Training and Support Plan

To develop a training and support plan, you could include the following steps:

1. You must determine within your organization **what is expected of members**. This can range from agricultural practices to social and environmental practices and can even include aspects of being a good member of the cooperative. To understand **what is expected of members to comply with Fairtrade standards**, review the *Fairtrade training materials to train Lead Farmers* which gives an overview of all Fairtrade Standards for POs and the compliance criteria from FLOCERT in a comprehensive table by topic. You can read each topic's background information to better understand the requirements and to get ideas on how to support your members to comply and go beyond core requirements.
2. Members are trained in groups and support activities are often also provided for groups. That is why you must **divide all members into (training) subgroups**. To ensure that every member can learn something during a training session, it is important that **subgroups are not too large**; a maximum of 15 members per subgroup is recommended.
3. **You discuss with each subgroup** what the group needs in terms of training (which topics?) and support (access to equipment? access to inputs?). Keep in mind that when discussing support, your initial discussions should be based on **what the group can do** to improve their situation before discussing what the PO can do. For example, members with more experience in pruning can assist members who lack expertise. This can eliminate the need to organize another training session on pruning. For empty pesticide containers, the group could construct a collection bin (based on the recommendations of the PO), while the PO could collect the containers and return them to the supplier.
4. You should **keep track of all planned and completed training topics for each subgroup**. You can start by listing all training topics for members from the Fairtrade Standards. Then add any other topic in which you or any of your partners can provide training. You should indicate for each subgroup and topic the date of the training, location, the number of members that participated, the person who facilitated the session (this can also be a partner organization), and the cost of the activity.
5. **Support provided to subgroups can also be added to the database**. You can add for example if members have access to seedlings from a nursery or if sets of protective equipment have been supplied. You can work with a simple yes/no, for example access to quality seedlings, in possession of a mistblower, direct contact with an agro input supplier, etc. For other criteria (e.g. suitable pesticide application) it may make sense to use rankings instead of yes/no such as 1) non-existing, 2) can be improved, 3) good, 4) very good, 5) best practice. To achieve a good overview for the database, you should avoid adding too much information. If you use a digitized, your software supplier can help you in setting up such database.
6. You can **add any challenge**, based on member risks assessments, observations of trainers and input from the groups. It is not necessary to add all challenges to the database; it is recommended to prioritize the most significant ones. You can also work with a list of challenges that are common among groups and then simply list with a yes/no if this group is facing a specific challenge.



7. For a central plan, you need to **compile the prioritized training and support needs** and prepare an **action plan**. Your action plan should clearly describe the planned training or support activity, the time frame, resources needed and responsible people/organizations (this can be your field staff or a partner organization). Your actual training and support plan should list all programs in chronological order, including date, location of the program, name(s) of trainer(s) or facilitator(s), number of participants including the group code, number of male participants and female participants, and topics in case it concerns a training program.
8. As a final step, you need to **inform the groups**, which training sessions and support you will be offering to them based on your analysis of their needs. Once you agree on the priorities with them, you can finalize the plan and share it with the groups and those who will implement the plan, including lead farmers and field staff. This means that not every group will necessarily follow the same training topics or receive the same support. It all depends on what the groups need and want to prioritize.

Keep in mind that the plan of training and support activities is a **plan per group**, not per individual member. Plans for individual members are called **Farm Improvement Plans**.

Updating the Database

Just as with any database, the information will only be useful if the database is up-to-date. Therefore, you need to set up procedures on **tracking all information**. Trainers should submit training reports, at least once a month, and the information should be entered into the database. It is possible, just as with data collection, to use an app on a mobile phone or tablet so training reports can be submitted electronically, and the information will be sent directly to the database. This information can also be used **to monitor the performance of trainers**.

Best practice is also to include information on **training adoption by the participants** and recommendations from service providers so you can improve on training and support outcomes over time by adapting future plans accordingly.

4.2 Operating Management Systems

As PO, you collect data from your members at different periods or activities and you use this data for different purposes, for example to sign contracts with buyers, to organize training programs, to purchase agro-inputs, etc. Responsible use of data refers to the handling of data that considers the privacy and security of the individuals involved and their right to informed and voluntary consent. In addition, your data management system and use of data should be in line with national laws.

Fairtrade Standard for Cocoa

Your organization operates management systems and has access and use rights for the farmer data collected, processed, and shared via these systems in accordance with local laws.

Year 3 Core requirement 3.1.11

This means that data collected from members should be managed while observing the:

- Right to privacy.
- Right to security.
- Right to consent.

Right to privacy

Members and their family members have the right to privacy in the treatment of their data. This means that data is kept in a way others do not have access to it, and your staff will not disclose personal information to third parties. You should be mindful when sharing data of members and carefully consider what data can be shared externally and what the conditions are to do so. Keep in mind that when data is shared externally, you must consider data ownership (who has the legal rights to the data?) and informed consent (are you allowed to share personal information with others?).

Right to security

Your data management should never put a member at risk. If the subject about which you are collecting data is very sensitive, ensure additional protection of the data. Only collect names and other personal information when necessary and try to keep data anonymous. Do not collect sensitive data if it is not necessary.

Right to informed consent

Members have the right to be fully informed about their participation in data collection activities and give consent. Members can, as part of the membership agreement (cocoa requirement 3.1.3) give permission to the PO to collect, store, and share their data. However, for special projects that are not part of the day-to-day's activities of the PO, for example a project on child protection or deforestation, you will need to ask separate permission. Also when data is collected from household members or other stakeholder, you need to get consent.

In Annex 5, you will find the Informed Consent Form that can be used to obtain voluntary consent from members and other respondents. Make sure you explain the form and read it to illiterate farmers. Members should have a witness during the signing of the informed consent form.

4.3 Sharing Management System Data

Requirement 3.1.12 must be applied by cocoa purchasing companies or traders that collect data from your members, either through your PO or directly from members. According to the requirement, cocoa purchasing companies or traders are obliged to provide access to the collected data within four weeks upon request of the PO. Granting access can be done by sharing the raw or processed data with you or giving you access to their database.

In addition, cocoa purchasing companies or traders must obtain consent from each member from whom they wish to collect data. This can be obtained using the form in Annex 5 or a form designed by the cocoa purchasing company or trader.

Fairtrade Standard for Cocoa

You grant the PO you are sourcing from access to the farmer data, your organization has collected and processed in accordance with local laws within four weeks of the request or as determined by the local law. You have obtained the appropriate data privacy permissions from the individuals affected to share their data with the PO.

Core requirement 3.1.12 applicable to payers and conveyors.

As a PO, your job is to track who is collecting data from your members and follow up to obtain the data collected. Requirement 3.1.12 only applies to cocoa purchasing companies or traders, but

of course as a PO you can demand the same approach from other organizations that collect data from your members, for example for research purposes or projects.

4.4 Communicating the Organizational Structure

As part of requirement 3.1.7, you need to have a documented description of the IMS and management structure and an organogram. You must share this information with members, for example during meetings, such as the General Assembly, and explain who is responsible for which task.

Fairtrade Standard for Cocoa

Your organization communicates roles and their associated responsibilities throughout your membership. You develop and publish an organogram to show the management structure of your organization, including the assigned roles and responsibilities for the internal management system.

Year 1 Core requirement 3.1.13

4.5 Organizing Staff Training

For staff it is important to be up to date with Fairtrade Standards, internal policies and procedures, the products and activities of your organization and relevant regulatory requirements to be able to execute their job. It is not necessary that all staff knows all requirements, rules and regulations by heart, but they should know the gist of it, where to find all information, and how to use the information.

Fairtrade Standard for Cocoa

Your staff receive regular training and are up to date of Fairtrade Standards, your organization's internal policies and procedures, the products and activities of your organization and relevant regulatory requirements.

Year 1 Core requirement 3.1.14

New staff should be taken through important documents and get a thorough understanding for what purposes and how these documents are used. In case of modifications in any of the documents, staff should come together to discuss the changes and how this will affect their work. Staff can ask support from experts, for example Fairtrade staff can provide training on Fairtrade Standards, while regulatory authorities can assist with regulatory requirements.

Whenever documents are discussed or training takes place, you need to record it in the meeting minutes or in a training report.



4.6 Assessing Management Capacities

According to requirement 3.1.2 and 3.1.3 in the Fairtrade Standard for SPOs⁵, you need to do a risk assessment every three years to verify if you or your members are at risk of not complying with any of the production requirements. Requirement 3.1.15 concerns the means and skills of the managerial level, including management staff and executives, to comply with Fairtrade Standards.

When assessing management capacity, as a PO you must have an idea of the desirable situation for several management-related fields (see below for examples) and then compare the actual situation against the desirable situation (as you do during an internal inspection). You need to take action if the gap between the actual and desirable situation is large or if the actual situation has deteriorated.

Roughly, assessing the management capacity concerns the following fields:

- **Group organization and management structure**, such as the existence of a constitution or internal rules and by-laws, existence of procedures, an agreed mission and vision, a clear division of roles, regular meetings, etc.
- **Strategic management**, such as the existence of a strategic and annual action plan, and processes for Monitoring & Evaluation, risk assessment, quality management, etc.
- **Financial management**, such as the existence of financial management policies, long-term financial plan, annual budgets and financial statements, external audits, profitability of the business, etc.
- **Member engagement and member planning**, such as annual General Assembly meeting, payment annual or monthly membership fees, recruitment plan to get new members, up to date membership list, etc.
- **Member training and service provision**, such as existence of a training and service provision plan, reporting on training and services, monitoring and evaluation of training and services, etc.
- **Sales and marketing**, such as contracts with buyers, sales of cocoa as Fairtrade, managing side selling, quality control, etc.
- **Internal Management System**, such as existence of traceability and internal policies, training of internal inspectors, corrective actions, etc.

Fairtrade Standard for Cocoa

Your organization assess its ability to ensure compliance with Fairtrade Standards and to drive organization change and development at least every 3 years. Management strives to improve its capacities, by proposing recommendations to the GA in the form of targeted actions.

Year 3 Core requirement 3.1.15

⁵ 20190403 v2.6.

4.7 Communicating Financial Agreements

Being transparent in financial matters increases trust among members in the PO, because you show that you have nothing to hide and that you are confident in the financial decision you make.

You need to share the following details with your members annually:

- Committed Fairtrade volume purchases.
- Actual Fairtrade sales.
- Total Fairtrade premiums received⁶.
- Total FMP differential received (when applicable) per season.
- Cost of services provided such as training or other support activities to the PO. You need to specify per service provider the type of training or support and its costs.
- Pre-finance and/or loans/credit arrangements.

The easiest is to share this information during the annual General Assembly meeting. To give members the opportunity to understand the information, it is recommended to share the information at least one in week in advance of the meeting.

Fairtrade Standard for Cocoa

Your organization shares details of financial and commercial agreements with members. You share this detail on annual basis.

Year 1 Core requirement 3.1.16

Annex 1: Member Information to Record

According to requirement 3.1.1, you must update the membership records annually according to the following table:

Information to be collected	Description	Year to collect
1. Personal information		
First name		0
Family name		0
Farmer ID number	This is the unique ID number provided by the PO.	0
National ID number	This can be the number as written on the national ID card.	0
Registration date with the PO	This the date the person became member of the PO.	0
Date of birth		0
Gender		0
Contact number	In case the member does not have a mobile number, a number of a relative, neighbour or friend can be collected.	0

⁶ Cocoa requirement 4.3.4 provides specific guidelines on tracking and communicating price differentials and Fairtrade Premium payment.



Landowner or farm operator	A landowner has legal ownership rights of the land/farm.	0
Educational level		Optional
Location of residency including community, district, region		Optional
2. Farm and production information		
Total farm size	For all farms in total. Add if farm size is measured in hectares or acres.	0
Number of farm units		0
Farm size for each farm unit		Optional
Total area cultivated with cocoa	For all farms in total.	0
Area cultivated with cocoa for each farm unit		Optional
Location of the farm(s)	Polygon or geolocation data (see requirement 3.4.5)	0
Farm unit ID number	Unique ID number of each farm	0
3. Cocoa production, training, and inspection		
Previous crop year's production	In kilograms. In case a new member did not record sales of previous season, an estimate can be given. This is part of cocoa requirement 2.1.1.	1
Previous crop year's sales to PO or (for Ghana) to designated LBC	In kilograms.	1
Current crop year's estimated production	In kilograms. This is part of cocoa requirement 2.1.1.	1

Information to be collected	Description	Year to collect
Dates and results of internal inspection and audits	This includes internal inspections performed by the PO and FLOCERT audits.	1
Training programs attended including dates	This concerns all training related to certification, including production requirements, child labour, human rights, climate change, etc. It can include training organized by the PO or partner organizations.	1
4. Household members		
Total number of household members	This concerns first, second, and third-degree relatives who live in or within the grounds of the household.	1
Names	Of each family member.	1
Genders	Of each family member.	1
Dates of births	Of each family member.	1
School registration of child household members	Of each family member below age 18.	1



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Number of family members working on the farm		Optional
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Important note:

From year 1 onwards, it is mandatory to collect data on farm operators (including sharecroppers, caretaker farmers, and tenants) from each member. What needs to be collected from each member is detailed in the document *Managing relationships with farm operators*.



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Annex 2: Registration Form

Personal information

First Name:

Family Name:

Date of birth: ___ / ___ / _____ (date/month/year)

Gender: Male / Female

Mobile number: _____

Location of residency

Community:

District:

Region:

Date of membership: ___ / ___ / _____ (date/month/year)

Number of household members: _____

Farm information

Number of farms: _____

Location of the farm(s)

GPS coordinates: _____

Community:

District:

Region:

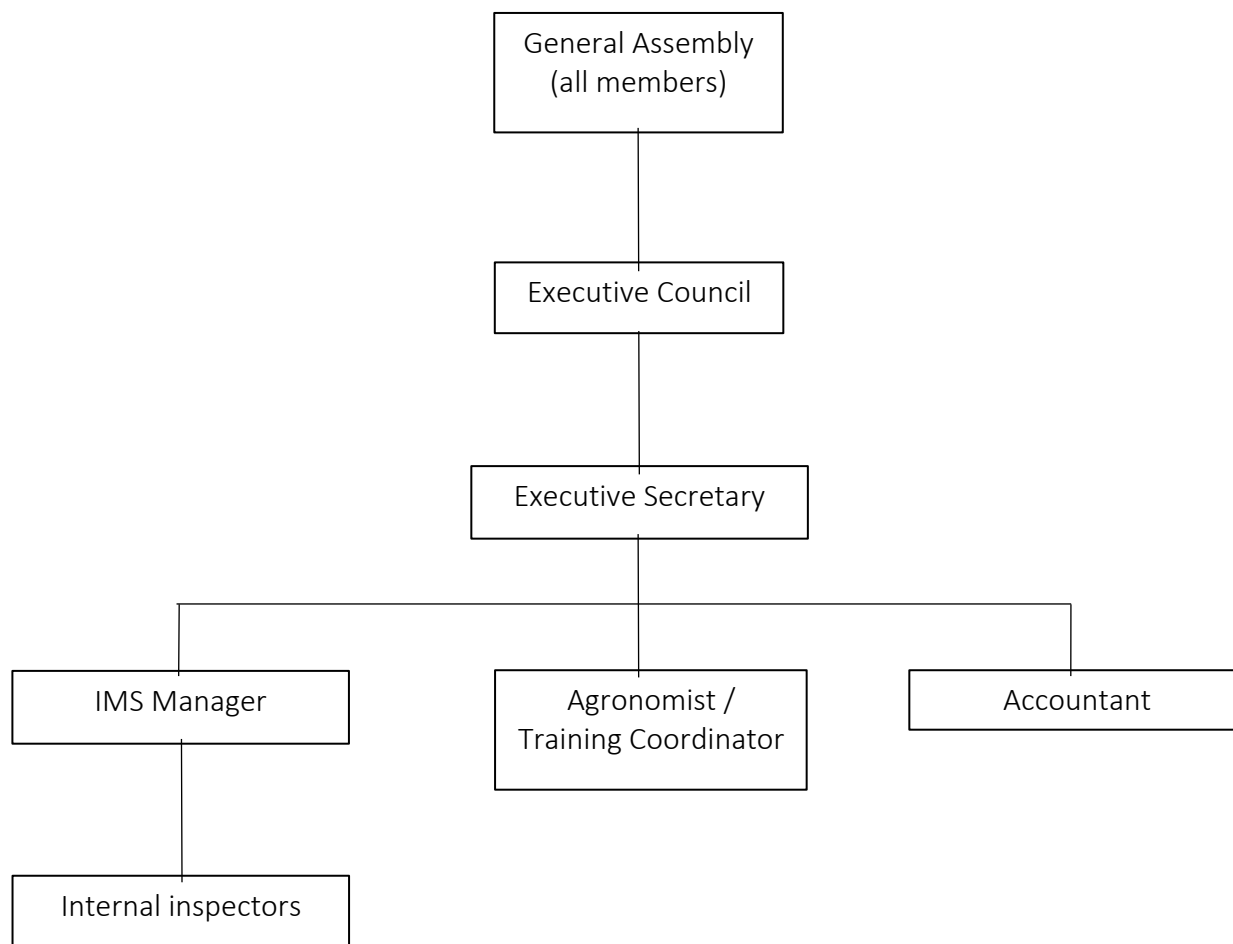
Total farm size: _____ acres

Total cocoa farm size: _____ acres

Total sales in kg during last season: _____ kg

Number of family members working on the farm: _____

Annex 3: Example of Documented Description of IMS and Management Structure





Annex 4: Example of Plan of Training and Support Activities

A training plan does not have to be complicated. The main objective is to have a good overview of the planned training programs, including which group will be trained, which topics will be trained, where and when the programs take place, and who will facilitate them.

There are different ways to display all this information. One way is as shown below. In the rows you list all training topics, while in the columns you list the dates. In the cells you enter the number of the group that will be trained and the name of the facilitator. On a separate list, you can have an overview with the group numbers, the number of members per group, and the community where the group is located. For example:

Topic	March 2024					
	Mon 11	Tue 12				Fri 29
Topic 1.1 What is Fairtrade	Group 1: Emma Group 2: Ousmane Group 3: Kodjo	Group 4: Emma Group 5: Ousmane Group 6: Kodjo				
Topic 1.2 The Fairtrade Standards	Group 1: Emma Group 2: Ousmane Group 3: Kodjo	Group 4: Emma Group 5: Ousmane Group 6: Kodjo				
Topic 2.1 The Cocoa Value Chain						Group 1: Emma Group 2: Ousmane Group 3: Kodjo
Topic 2.2 Traceability						Group 1: Emma Group 2: Ousmane Group 3: Kodjo
Topic 2.3 Principles of trade						
Topic 3.1.1 Pests and Diseases						
Topic 3.1.2 Scouting						



Annex 5: Informed Consent Form

<p>Project name and project description <i>Describe the project clearly to ensure the validity of the consent form. It must be clear for the participant for which projects or reason he/she gives consent.</i></p>	
<p>Explanation data collection process and data security <i>Describe the following details. Contact your software provider for additional details.</i></p> <ul style="list-style-type: none"> - The type of software is used (optional) - How will data be used - Where data will be stored - How data security will be ensured - Applicable data protection law 	
<p>Standard statements <i>Modify according to your project and add your organization's name</i></p> <p>1. I confirm that I was informed about the project and that I understand its purpose.</p> <p>2. I agree that my personal data collected by [name organization] will be used for the purpose of this project as described above and that data may be shared with partners involved in the project, provided that it serves the overall purpose of the project and that the data is treated with respect to the Data Protection Act [indicate which Data Protection Act is applicable].</p> <p>3. I understand that I am free to withdraw from the project and to ask [name organization] to stop using my personal data. Shall this be the case, then I shall inform the above-mentioned organization for their necessary action.</p>	<p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p>
<p>Date and signature respondent</p> <p>-----</p> <p>Date and signature witness</p> <p>-----</p> <p>Date and signature representative PO</p> <p>-----</p>	

Annex 6: Data Management

6.1 Human Resources Needed

To manage your Management System, you will need human resources. It is a good idea to develop **job descriptions** for roles in which you state the specific tasks and responsibilities. It is not necessary to hire a whole new team to manage your MS; some MS staff can perform multiple roles, for example the person managing the MS can also be the FLOCERT contact person. Keep in mind that there should be **one person responsible** and therefore **accountable** for the MS, irrespective of the number of people involved in the MS. Responsibility refers to the obligation to perform the task or comply with the rule; accountability implies answerability for the outcome of the task or process.

Whatever MS team structure you choose, it is important to ensure that the following **key tasks** are covered:

- **MS management:** There is a need to plan activities, ensure their implementation, monitor progress and take action when necessary.
- **Data collection from members:** Data should be collected at several levels of the PO, but a lot of data will be collected directly from members. To be able to collect data effectively, it is necessary to sensitize members on the importance of data collection, how data will be used and that it will be treated as strictly confidential, according to the data policies within your organization. When your members trust this process, it will be easier to collect data and the quality of the data will be better. You need good observation skills and the ability to ask questions and build rapport with members. In addition, you need to know the technical details of the information you will be collecting. For example, when collecting data for internal inspection, you need to know the Fairtrade Standards.
- **Data analysis:** Data needs to be analysed to complete the farm assessment, to check compliance with Fairtrade standards (internal inspection), to plan activities which will support farmers to improve their farms, etc. In short, data is useless if it is not analysed well. Although data analysis can be seen as part of data management, you need special skills to analyse data. First of all, you need to be able to interpret collected data in the correct way and formulate recommendations. You therefore need technical knowledge on the topics you analyse (e.g. such as the correct way of storing pesticides or to protect beneficial insects on the farm or safe ways to identify and remediate child labour) as well as strong numeracy skills. There is software on the market designed to complete this type of data analysis. This can help tremendously by saving a lot of time hereby allowing you to focus your resources on the results of the analysis.
- **Data management:** Although it is recommended to hire an expert to set up a well-functioning system, you should always ensure you manage your own data. You need to update data, ensure it is in an accessible format, make back-ups, and be able to extract information. To be able to do this, it is necessary to have technical knowledge of the software you are using for your data collection and database.
- **Technical assistance to members:** To support improvement of the farms through the implementation of farm improvement plans and compliance with all Fairtrade

requirements, members should be supported with training and extension services. To effectively transfer knowledge, it is not enough to have technical knowledge; a trainer should also have the skills to pass on the knowledge in a way that resonates most with farmers. Many farmers' organizations use Lead Farmers who are trained by technical trainers or extension officers, and who will train members of their own group. Fairtrade has developed training materials to be used by technical trainers to train lead farmers, and special flip-overs that can be used by the lead farmers to train members. To assist farmers with the implementation of the farm improvement plan, good communication skills (such as listening and being able to explain topics in a simply and practical way) will help to discuss possible improvements with the farmer. To ensure that technical trainers and lead farmers are fully aware of all requirements in the Fairtrade Standard, they should be literate.

6.2 Data Management

Data is key to a good functioning MS. Data management means much more than the collection of data. Even if you are already collecting data from your members and you already have some kind of database (electronic or on paper); it would be worthwhile reviewing your data management task to ensure the following is incorporated:

1. **Data objectives:** The first step is to develop clear objectives on the use of data, meaning what do you want to do with the data? Do you want to find a buyer for your members' cocoa, develop training needs, increase productivity of members, check compliance of Fairtrade Standards, or something else?
2. **Data selection:** After you have identified your objectives, the next step is to decide what data you need to collect to achieve your objectives. A common mistake is to collect too much (detailed) data that isn't used. The actual collection of data is resource intensive. Therefore, you need to choose wisely which data you really need.
3. **Data collection methods:** There are several ways to collect data. Depending on your objectives and the type of data you need, you will need to decide which method works best for you. You can collect data using questionnaires, focus group discussions, observation forms, etc. You also need to decide if you want to collect data manually or electronically. There are special software and applications that can improve the efficiency of data collection by working on smart phones and tablets and which can upload the collected data automatically to a central database.
4. **Developing data collection formats:** It is necessary to develop formats (questionnaires, forms) to collect the data. The way questions and answer options are formulated will largely determine the quality of your data.
5. **Training of data collectors:** The people collecting the data from members need to be trained in how to approach members, how to ask questions, how to observe, and how to enter data, either on a paper form or in an electronic format. They also need to be trained on how to verify data whilst collecting it.
6. **Data collection:** The success of the actual data collection will depend on how well the previous steps are implemented. The timing of data collection also needs to be planned well. For example, attempting data collection during the season may not make sense as your members and data collectors may be too busy with other priorities.

7. **Data storage:** All collected data needs to be stored in a database. It is strongly recommended to use an electronic database that is backed up regularly.
8. **Data verification:** The data collectors should already perform a first check whilst collecting the data. However, at this point it is difficult to compare data amongst members and to look at trends over the years to see if data is correct or not. This type of verification can be done once the data is entered into the database. There is special software available to detect anomalies. In case there is doubt about certain data, you can check again with the member or decide to remove the entry.
9. **Data analysis:** Data is useless if you do not use it. You need to analyse the data you have collected to make effective use of it. Your data should help you measure the results of farmer training and support and understand the needs of your members. To monitor the impact of your member support, your organisation should ask itself learning questions annually. The insights gained from asking the right learning questions will help you to make impactful changes to farmer training and support activities. (There is software on the market specifically designed to assist you with the data analysis.)
10. **Data maintenance:** Some data will become obsolete quickly because it changes frequently whilst other data will remain valid for years. To be able to update your database effectively, you need to know which data needs updating regular compared to data you can update less frequently (e.g. every few years).

Data policies

For all steps mentioned above, it is necessary to think about general policies within your organisation. Data policies should cover:

- How data will be used.
- Data collection behaviour and good practice (e.g. place at which data should be collected).
- Who has access to data.
- With whom data can and can't be shared (i.e. not with a third party).
- Security of data storage – e.g. under lock and key if paper based or on a password protected data base if electronic.

Staff with access to data should sign an agreement to act in line with the data protection policy. Data protection policies could be displayed on your website, and/or at collection centres or your office(s) for transparency. This will help your members to understand why their data is being collected and will build their confidence in sharing data, and sharing it honestly, without worrying about consequences of sharing data on sensitive issues.

Type of Data to Collect

You need to collect different types of data from all members, including:

- **Personal data:** This is data related to the member, including name, date of birth, gender, number of children, educational level, etc. Due to the nature of this data, less frequent updates are sufficient.
- **Farm data:** This is data related to farm activities, including farm location, farm size, yield, application of fertilizers, replanting activities, number of workers, etc. Most of this data will change every season.

- **Training and support activities:** This is data related to the support the member receives (for example, access to agro inputs, receiving of pruning equipment, etc.) and training programs attended (including topics outside Fairtrade Standards). Most of this data will change every season.
- **Compliance data:** This is data related to compliance with Fairtrade Standards, including results of internal inspection, sanctions, etc. Most of this data will change every season.
- **Farm assessment:** This is data related to the evaluation of the farm in terms of productivity, quality, etc. It goes beyond compliance data. The data can be used to develop a farm improvement plan and group training and support activities. Most of this data will change every season.

When **setting up a data management system**, keep the following in mind:

- Invest in an **electronic data management system and software** from the start; not only for data storage but also for data collection and analysis. There are simple applications on the market that work on smart phones and tablets that can be used to collect data electronically. The data can be imported either into special software or standard programs on your computer, such as Excel or Access. The moment you want to collect more than just basic data, special software (see Background Information) might be a better option because it is easier to link and sort information.
- Get **technical support** to set up a data management system. Data management is a profession for which special knowledge and skills are needed.
- **Give every member a unique member code** to avoid confusion if members carry the same name. You simply start with 00001 and continue with 00002, 00003, etc. Or you can add letters to indicate the region and even the district the member is from. For example, WR-00001 is member 00001 from Western region or WR-MWE-00001 is member 00001 from the Western region, Mpohor Wassa East district.
- Always **sensitize members** as to why data is collected, how data will be used and that their data will be treated as confidential. The better members understand this, the easier it is to collect the data and the data will be of better quality.
- A data collection system needs to be **self-sustaining**, meaning it needs to save costs and even generate money for example when using the data to get financial assistants from partners. The timeframe for this should be approximately 3 to 5 years.
- **Be the owner and controller of the database.** In case an external partner pays for data collection, ensure you receive the raw data.
- Data is of no use if you do not use it to its **full potential**, meaning you need to invest time and possibly purchase software to analyse the data.
- It is important that **farmers keep their own records** because it is difficult to collect data if farmers do not know what needs to be collected. It also helps them become more business minded and better understand data in general and the value of collecting it. It will also help to work towards a living income (cocoa requirement 3.5.4).

Annex 7: Database Software

Key to a well-functioning Internal Management System is **proper data collection** and an up-to-date **database**. Although notebooks and ledgers may be sufficient for small groups, as the organization grows in membership and/or becomes **more professional**, the need to **computerize data collection and storage** arises. Standard software such as Excel or Access that is installed on most computers, will serve its purpose, as long as the data and its use are not too complex. When combined with data collection tools, such as POI Mapper (which uses mobile devices to collect data in the field offline), Excel or Access can handle all Fairtrade requirements associated with the MS.

Nowadays there are several tools on the market for **more complex data collection, analysis and storage**. Data can be easily linked and the analysis is presented in easy-to-understand visuals. Some software you can purchase once and install on your computers, while other software is online and is paid for with an annual subscription fee.

Whichever software you might chose to collect and store data, the most important thing is that **multiple people in your organization can use it**. Databases need to be updated regularly and will be used frequently to retrieve information. If there is only a handful of people within your organization who know how to do this, the database cannot be used optimally.

Below you will find **an overview of 21 different software** that can be used for your MS.

1. Dimagi/ CommCare			
Type of Technology	Includes	License structure	
Management Information System/ ERP		Free	✓
Mobile data collection solution	✓	Monthly subscription fee	
Geographical Information System		Pay-per-member/ pay-per-upload	
Satellite imaging		On-off purchase/ full ownership	
Drones		Other	
Weather information system		Compliance data protection regulation	
IVR		Ivorian data protection regulation	
Customized software development		GDRP (EU) data protection regulation	✓
System Components		US data protection regulation	✓
Data collection tool	✓	Includes the following IMS components	
Form builder	✓	Member registrations and contract management	✓



Farmer database	✓	Internal inspections	✓
Reporting tool	✓	Monitoring and evaluations	✓
Data visualization tool	✓	Premium distribution	✓
Data cleaning tool	✓	Cocoa purchase management (incl. traceability)	✓
IVR (voice)	✓	Management of fertilizers and agro-inputs	✓
USSD/ SMS service	✓	Stock warehouse management and item distributions	✓
Financial services		Generation of invoices, receipts	✓
Barcode scanning	✓	GPS Mapping feature	✓
Soil sampling features		Communication and messaging tool	✓
Accounting module		Market access/ pricing	✓
Mobile money		Weather forecast	✓
Microcredits		Crop scouting	✓
Languages		Payroll/ HR modules	
French	✓	Financial modules	
English	✓	Pensions and savings services	
Other	Arabic, Spanish	Environmental services	✓
Local presence technical support	✓	Soil sampling	
Type of solution		Labour services	
Cloud service	✓		
Local installation	✓		
Open source software	✓		

2. IBM (SOPROV)			
Type of Technology	Includes	License structure	
Management Information System/ ERP	✓	Free	✓
Mobile data collection solution	✓	Monthly subscription fee	✓
Geographical Information System	✓	Pay-per-member/ pay-per-upload	✓
Satellite imaging	✓	On-off purchase/ full ownership	✓
Drones		other	IBM offers the possibility of



			discussing with the customer to have the solution which suits him according to the content of the services.
Weather information system	✓	Compliance data protection regulation	
IVR		Ivorian data protection regulation	✓
Customized software development		GDRP (EU) data protection regulation	✓
System Components		US data protection regulation	✓
Data collection tool	✓	Includes the following IMS components	
Form builder	✓	Member registrations and contract management	✓
Farmer database	✓	Internal inspections	✓
Reporting tool	✓	Monitoring and evaluations	✓
Data visualization tool	✓	Premium distribution	✓
Data cleaning tool	✓	Cocoa purchase management (incl. traceability)	✓
IVR (voice)	✓	Management of fertilizers and agro-inputs	✓
USSD/ SMS service	✓	Stock warehouse management and item distributions	✓
Financial services	✓	Generation of invoices, receipts	✓
Barcode scanning	✓	GPS Mapping feature	✓
Soil sampling features		Communication and messaging tool	✓
Accounting module	✓	Market access/ pricing	✓
Mobile money	✓	Weather forecast	✓
Microcredits		Crop scouting	✓
Languages		Payroll/ HR modules	✓
French	✓	Financial modules	✓
English	✓	Pensions and savings services	✓
Other	Depending on the country	Environmental services	



Local presence technical support	✓	Soil sampling	✓
Type of solution		Labour services	✓
Cloud service	✓		
Local installation			
Open source software	✓		



3. Ona			
Type of Technology	Includes	License structure	
Management Information System/ ERP	✓	Free	✓
Mobile data collection solution	✓	Monthly subscription fee	
Geographical Information System	✓	Pay-per-member/ pay-per-upload	
Satellite imaging		On-off purchase/ full ownership	
Drones		other	Payment plan is dependent on the usage of the customer. Monthly and annual subscriptions are possible.
Weather information system		Compliance data protection regulation	
IVR		Ivorian data protection regulation	
Customized software development	✓	GDRP (EU) data protection regulation	✓
System Components		US data protection regulation	
Data collection tool	✓	Includes the following IMS components	
Form builder	✓	Member registrations and contract management	✓
Farmer database	✓	Internal inspections	✓
Reporting tool	✓	Monitoring and evaluations	✓
Data visualization tool	✓	Premium distribution	
Data cleaning tool	✓	Cocoa purchase management (incl. traceability)	
IVR (voice)	✓	Management of fertilizers and agro-inputs	✓
USSD/ SMS service	✓	Stock warehouse management and item distributions	✓



Financial services		Generation of invoices, receipts	
Barcode scanning	✓	GPS Mapping feature	✓
Soil sampling features	✓	Communication and messaging tool	✓
Accounting module		Market access/ pricing	✓
Mobile money		Weather forecast	
Microcredits		Crop scouting	✓
Languages		Payroll/ HR modules	
French	✓	Financial modules	
English	✓	Pensions and savings services	
Other	Multiple languages possible	Environmental services	✓
Local presence technical support	✓	Soil sampling	✓
Type of solution		Labour services	
Cloud service	✓		
Local installation	✓		
Open source software	✓		

4. ESOKO			
Type of Technology	Includes	License structure	
Management Information System/ ERP		Free	
Mobile data collection solution	✓	Monthly subscription fee	✓
Geographical Information System	✓	Pay-per-member/ pay-per-upload	
Satellite imaging		On-off purchase/ full ownership	
Drones		other	Enterprise package and pricing based on the number of forms/questionnaires
Weather information system	✓	Compliance data protection regulation	
IVR		Ivorian data protection regulation	
Customized software development		GDRP (EU) data protection regulation	✓



System Components		US data protection regulation	
Data collection tool	✓	Includes the following IMS components	
Form builder	✓	Member registrations and contract management	✓
Farmer database	✓	Internal inspections	✓
Reporting tool	✓	Monitoring and evaluations	✓
Data visualization tool	✓	Premium distribution	✓
Data cleaning tool	✓	Cocoa purchase management (incl. traceability)	✓
IVR (voice)		Management of fertilizers and agro-inputs	✓
USSD/ SMS service	✓	Stock warehouse management and item distributions	✓
Financial services		Generation of invoices, receipts	✓
Barcode scanning	✓	GPS Mapping feature	✓
Soil sampling features	✓	Communication and messaging tool	✓
Accounting module		Market access/ pricing	✓
Mobile money		Weather forecast	✓
Microcredits		Crop scouting	✓
Languages		Payroll/ HR modules	
French	✓	Financial modules	
English	✓	Pensions and savings services	
Other	Supports multiple languages	Environmental services	
Local presence technical support	✓	Soil sampling	✓
Type of solution		Labour services	✓
Cloud service	✓		
Local installation	✓		
Open source software			

5. Dobility (Survey CTO)

Type of Technology	Includes	License structure	
Management Information System/ ERP		Free	
Mobile data collection solution	✓	Monthly subscription fee	✓



Geographical Information System		Pay-per-member/ pay-per-upload	
Satellite imaging		On-off purchase/ full ownership	
Drones		other	Standard pricing is 220 USD per month. Upfront payment for a year cost for a month is 180 USD. For an unlimited number of users and storage (each month) you're allowed to have 10000 submissions. Additional bundles of 1000 go for 20 USD.
Weather information system		Compliance data protection regulation	
IVR		Ivorian data protection regulation	
Customized software development		GDRP (EU) data protection regulation	✓
System Components		US data protection regulation	
Data collection tool	✓	Includes the following IMS components	
Form builder	✓	Member registrations and contract management	✓
Farmer database	✓	Internal inspections	✓
Reporting tool	✓	Monitoring and evaluations	✓
Data visualization tool	✓	Premium distribution	✓
Data cleaning tool	✓	Cocoa purchase management (incl. traceability)	✓
IVR (voice)		Management of fertilizers and agro- inputs	✓
USSD/ SMS service	✓	Stock warehouse management and item distributions	✓



Financial services	✓	Generation of invoices, receipts	
Barcode scanning	✓	GPS Mapping feature	✓
Soil sampling features	✓	Communication and messaging tool	✓
Accounting module	✓	Market access/ pricing	✓
Mobile money	✓	Weather forecast	✓
Microcredits		Crop scouting	✓
Languages		Payroll/ HR modules	✓
French	✓	Financial modules	✓
English	✓	Pensions and savings services	✓
Other	Survey CTO is being used in about 165 countries	Environmental services	✓
Local presence technical support	✓	Soil sampling	✓
Type of solution		Labour services	✓
Cloud service	✓		
Local installation	✓		
Open source software			

6. Farmlogics			
Type of Technology	Includes	License structure	
Management Information System/ ERP	✓	Free	
Mobile data collection solution	✓	Monthly subscription fee	✓
Geographical Information System		Pay-per-member/ pay-per-upload	
Satellite imaging		On-off purchase/ full ownership	
Drones		other	Customized pricing structure depending on the project , annual subscription available.
Weather information system	✓	Compliance data protection regulation	
IVR		Ivorian data protection regulation	



Customized software development	✓	GDRP (EU) data protection regulation	✓
System Components		US data protection regulation	
Data collection tool	✓	Includes the following IMS components	
Form builder	✓	Member registrations and contract management	✓
Farmer database	✓	Internal inspections	✓
Reporting tool	✓	Monitoring and evaluations	✓
Data visualization tool	✓	Premium distribution	✓
Data cleaning tool	✓	Cocoa purchase management (incl. traceability)	✓
IVR (voice)		Management of fertilizers and agro-inputs	✓
USSD/ SMS service	✓	Stock warehouse management and item distributions	✓
Financial services		Generation of invoices, receipts	
Barcode scanning	✓	GPS Mapping feature	✓
Soil sampling features	✓	Communication and messaging tool	✓
Accounting module		Market access/ pricing	✓
Mobile money	✓	Weather forecast	✓
Microcredits		Crop scouting	✓
Languages		Payroll/ HR modules	
French	✓	Financial modules	
English	✓	Pensions and savings services	
Other	Bahasa and Indian Languages	Environmental services	✓
Local presence technical support		Soil sampling	✓
Type of solution		Labour services	✓
Cloud service	✓		
Local installation	✓		
Open source software			



7. Poimapper			
Type of Technology	Includes	License structure	
Management Information System/ ERP		Free	✓
Mobile data collection solution	✓	Monthly subscription fee	✓
Geographical Information System		Pay-per-member/ pay-per-upload	✓
Satellite imaging		On-off purchase/ full ownership	
Drones		other	
Weather information system		Compliance data protection regulation	
IVR		Ivorian data protection regulation	
Customized software development	✓	GDRP (EU) data protection regulation	✓
System Components		US data protection regulation	
Data collection tool	✓	Includes the following IMS components	
Form builder	✓	Member registrations and contract management	✓
Farmer database	✓	Internal inspections	✓
Reporting tool	✓	Monitoring and evaluations	✓
Data visualization tool	✓	Premium distribution	✓
Data cleaning tool	✓	Cocoa purchase management (incl. traceability)	✓
IVR (voice)		Management of fertilizers and agro-inputs	✓
USSD/ SMS service	✓	Stock warehouse management and item distributions	✓
Financial services	✓	Generation of invoices, receipts	✓
Barcode scanning	✓	GPS Mapping feature	✓
Soil sampling features		Communication and messaging tool	✓



Accounting module		Market access/ pricing	✓
Mobile money		Weather forecast	✓
Microcredits		Crop scouting	✓
Languages		Payroll/ HR modules	
French	✓	Financial modules	✓
English	✓	Pensions and savings services	
Other	Multilingual	Environmental services	✓
Local presence technical support	✓	Soil sampling	✓
Type of solution		Labour services	✓
Cloud service	✓		
Local installation	✓		
Open source software			

8.Source Trace			
Type of Technology	Includes	License structure	
Management Information System/ ERP	✓	Free	
Mobile data collection solution	✓	Monthly subscription fee	
Geographical Information System	✓	Pay-per-member/ pay-per-upload	
Satellite imaging		On-off purchase/ full ownership	
Drones		other	Flexible payment structure depending on the scale of the project.. There is a 1 year payment plan focused on subscription and set up and the year 2 payment plan which focuses on the subscription and the scale of the project.
Weather information system		Compliance data protection regulation	
IVR		Ivorian data protection regulation	



Customized software development		GDRP (EU) data protection regulation	✓
System Components		US data protection regulation	
Data collection tool	✓	Includes the following IMS components	
Form builder	✓	Member registrations and contract management	✓
Farmer database	✓	Internal inspections	✓
Reporting tool	✓	Monitoring and evaluations	✓
Data visualization tool	✓	Premium distribution	✓
Data cleaning tool	✓	Cocoa purchase management (incl. traceability)	✓
IVR (voice)	✓	Management of fertilizers and agro-inputs	✓
USSD/ SMS service	✓	Stock warehouse management and item distributions	✓
Financial services	✓	Generation of invoices, receipts	✓
Barcode scanning	✓	GPS Mapping feature	✓
Soil sampling features		Communication and messaging tool	✓
Accounting module	✓	Market access/ pricing	✓
Mobile money	✓	Weather forecast	✓
Microcredits	✓	Crop scouting	✓
Languages		Payroll/ HR modules	
French	✓	Financial modules	✓
English	✓	Pensions and savings services	
Other	Spanish, Bahasa, other languages	Environmental services	✓
Local presence technical support	✓	Soil sampling	
Type of solution		Labour services	✓
Cloud service	✓		
Local installation	✓		
Open source software	✓		



9. Optel Group			
Type of Technology	Includes	License structure	
Management Information System/ ERP		Free	
Mobile data collection solution	✓	Monthly subscription fee	
Geographical Information System	✓	Pay-per-member/ pay-per-upload	
Satellite imaging		On-off purchase/ full ownership	
Drones		other	One time cost for configuration. There is an annual fee and monthly fee.
Weather information system		Compliance data protection regulation	
IVR		Ivorian data protection regulation	
Customized software development		GDRP (EU) data protection regulation	✓
System Components		US data protection regulation	✓
Data collection tool	✓	Includes the following IMS components	
Form builder	✓	Member registrations and contract management	✓
Farmer database	✓	Internal inspections	✓
Reporting tool	✓	Monitoring and evaluations	✓
Data visualization tool	✓	Premium distribution	✓
Data cleaning tool	✓	Cocoa purchase management (incl. traceability)	✓
IVR (voice)	✓	Management of fertilizers and agro-inputs	✓
USSD/ SMS service	✓	Stock warehouse management and item distributions	✓
Financial services	✓	Generation of invoices, receipts	
Barcode scanning	✓	GPS Mapping feature	✓



Soil sampling features	✓	Communication and messaging tool	✓
Accounting module		Market access/ pricing	
Mobile money		Weather forecast	
Microcredits		Crop scouting	✓
Languages		Payroll/ HR modules	
French	✓	Financial modules	✓
English	✓	Pensions and savings services	
Other	Any language that is Android supported	Environmental services	✓
Local presence technical support	✓	Soil sampling	✓
Type of solution		Labour services	✓
Cloud service	✓		
Local installation			
Open source software			

10.Chainpoint			
Type of Technology	Includes	License structure	
Management Information System/ ERP	✓	Free	
Mobile data collection solution	✓	Monthly subscription fee	
Geographical Information System		Pay-per-member/ pay-per-upload	
Satellite imaging		On-off purchase/ full ownership	
Drones		other	Payment of Standard software and configuration (payment for a license and maintenance). There is also a Pay per user kind of subscription.
Weather information system		Compliance data protection regulation	
IVR		Ivorian data protection regulation	



Customized software development	✓	GDRP (EU) data protection regulation	✓
System Components		US data protection regulation	
Data collection tool	✓	Includes the following IMS components	
Form builder	✓	Member registrations and contract management	✓
Farmer database	✓	Internal inspections	✓
Reporting tool	✓	Monitoring and evaluations	✓
Data visualization tool	✓	Premium distribution	✓
Data cleaning tool	✓	Cocoa purchase management (incl. traceability)	✓
IVR (voice)		Management of fertilizers and agro-inputs	✓
USSD/ SMS service	✓	Stock warehouse management and item distributions	✓
Financial services	✓	Generation of invoices, receipts	✓
Barcode scanning	✓	GPS Mapping feature	✓
Soil sampling features	✓	Communication and messaging tool	✓
Accounting module		Market access/ pricing	✓
Mobile money		Weather forecast	✓
Microcredits	✓	Crop scouting	✓
Languages		Payroll/ HR modules	✓
French	✓	Financial modules	✓
English	✓	Pensions and savings services	✓
Other	Multilingual	Environmental services	✓
Local presence technical support		Soil sampling	✓
Type of solution		Labour services	✓
Cloud service	✓		
Local installation	✓		
Open source software			

11.Satelligence



Type of Technology	Includes	License structure	
Management Information System/ ERP		Free	
Mobile data collection solution		Monthly subscription fee	
Geographical Information System	✓	Pay-per-member/ pay-per-upload	
Satellite imaging	✓	On-off purchase/ full ownership	
Drones		other	Annual subscription or half subscription. Pricing ranges from 0.5 euros to 2.5 euros per square meter.
Weather information system		Compliance data protection regulation	
IVR		Ivorian data protection regulation	
Customized software development	✓	GDRP (EU) data protection regulation	✓
System Components		US data protection regulation	
Data collection tool		Includes the following IMS components	
Form builder		Member registrations and contract management	
Farmer database		Internal inspections	✓
Reporting tool	✓	Monitoring and evaluations	✓
Data visualization tool	✓	Premium distribution	
Data cleaning tool	✓	Cocoa purchase management (incl. traceability)	
IVR (voice)		Management of fertilizers and agro-inputs	
USSD/ SMS service	✓	Stock warehouse management and item distributions	
Financial services	✓	Generation of invoices, receipts	



Barcode scanning	✓	GPS Mapping feature	✓
Soil sampling features		Communication and messaging tool	
Accounting module	✓	Market access/ pricing	
Mobile money		Weather forecast	✓
Microcredits		Crop scouting	
Languages		Payroll/ HR modules	
French		Financial modules	✓
English	✓	Pensions and savings services	
Other	French would be supported in a few months	Environmental services	
Local presence technical support		Soil sampling	✓
Type of solution		Labour services	
Cloud service	✓		
Local installation			
Open source software			

12.Akvo foundation			
Type of Technology	Includes	License structure	
Management Information System/ ERP		Free	
Mobile data collection solution	✓	Monthly subscription fee	
Geographical Information System		Pay-per-member/ pay-per-upload	
Satellite imaging		On-off purchase/ full ownership	
Drones		other	Yearly subscription / monthly subscription. Akvo flow and lumen come as one package. Pricing is based on the amount of data collected
Weather information system		Compliance data protection regulation	
IVR		Ivorian data protection regulation	



Customized software development	✓	GDRP (EU) data protection regulation	✓
System Components		US data protection regulation	
Data collection tool	✓	Includes the following IMS components	
Form builder	✓	Member registrations and contract management	✓
Farmer database	✓	Internal inspections	✓
Reporting tool	✓	Monitoring and evaluations	✓
Data visualization tool	✓	Premium distribution	✓
Data cleaning tool	✓	Cocoa purchase management (incl. traceability)	✓
IVR (voice)		Management of fertilizers and agro-inputs	✓
USSD/ SMS service	✓	Stock warehouse management and item distributions	✓
Financial services		Generation of invoices, receipts	
Barcode scanning	✓	GPS Mapping feature	✓
Soil sampling features	✓	Communication and messaging tool	
Accounting module	✓	Market access/ pricing	
Mobile money		Weather forecast	
Microcredits		Crop scouting	✓
Languages		Payroll/ HR modules	
French	✓	Financial modules	
English	✓	Pensions and savings services	
Other	Multilingual	Environmental services	
Local presence technical support	✓	Soil sampling	✓
Type of solution		Labour services	✓
Cloud service	✓		
Local installation	✓		
Open source software	✓		

13.Cropin



Type of Technology	Includes	License structure	
Management Information System/ ERP	✓	Free	
Mobile data collection solution	✓	Monthly subscription fee	
Geographical Information System	✓	Pay-per-member/ pay-per-upload	
Satellite imaging	✓	On-off purchase/ full ownership	
Drones		other	Each application has its own pricing module. Yearly subscriptions are available for all applications/module
Weather information system	✓	Compliance data protection regulation	
IVR		Ivorian data protection regulation	✓
Customized software development		GDRP (EU) data protection regulation	✓
System Components		US data protection regulation	✓
Data collection tool	✓	Includes the following IMS components	
Form builder	✓	Member registrations and contract management	✓
Farmer database	✓	Internal inspections	✓
Reporting tool	✓	Monitoring and evaluations	✓
Data visualization tool	✓	Premium distribution	✓
Data cleaning tool	✓	Cocoa purchase management (incl. traceability)	✓
IVR (voice)		Management of fertilizers and agro-inputs	✓
USSD/ SMS service	✓	Stock warehouse management and item distributions	✓
Financial services	✓	Generation of invoices, receipts	✓



Barcode scanning	✓	GPS Mapping feature	✓
Soil sampling features	✓	Communication and messaging tool	✓
Accounting module	✓	Market access/ pricing	✓
Mobile money	✓	Weather forecast	✓
Microcredits	✓	Crop scouting	✓
Languages		Payroll/ HR modules	✓
French	✓	Financial modules	✓
English	✓	Pensions and savings services	✓
Other	Multiple languages	Environmental services	✓
Local presence technical support	✓	Soil sampling	✓
Type of solution		Labour services	✓
Cloud service	✓		
Local installation			
Open source software			

14.Capture solutions			
Type of Technology	Includes	License structure	
Management Information System/ ERP	✓	Free	
Mobile data collection solution	✓	Monthly subscription fee	
Geographical Information System	✓	Pay-per-member/ pay-per-upload	
Satellite imaging		On-off purchase/ full ownership	
Drones		other	invoicing is based on mobile money transactions made from the platform
Weather information system	✓	Compliance data protection regulation	
IVR		Ivorian data protection regulation	✓
Customized software development		GDRP (EU) data protection regulation	✓
System Components		US data protection regulation	
Data collection tool	✓	Includes the following IMS components	



Form builder	✓	Member registrations and contract management	✓
Farmer database	✓	Internal inspections	✓
Reporting tool	✓	Monitoring and evaluations	✓
Data visualization tool	✓	Premium distribution	✓
Data cleaning tool	✓	Cocoa purchase management (incl. traceability)	✓
IVR (voice)	✓	Management of fertilizers and agro-inputs	✓
USSD/ SMS service	✓	Stock warehouse management and item distributions	
Financial services	✓	Generation of invoices, receipts	✓
Barcode scanning		GPS Mapping feature	✓
Soil sampling features		Communication and messaging tool	✓
Accounting module	✓	Market access/ pricing	✓
Mobile money	✓	Weather forecast	✓
Microcredits		Crop scouting	
Languages		Payroll/ HR modules	✓
French	✓	Financial modules	✓
English	✓	Pensions and savings services	✓
Other	Languages are adaptable as needed	Environmental services	✓
Local presence technical support	✓	Soil sampling	
Type of solution		Labour services	✓
Cloud service	✓		
Local installation	✓		
Open source software	✓		

15.VIAMO

Type of Technology	Includes	License structure	
Management Information System/ ERP		Free	
Mobile data collection solution	✓	Monthly subscription fee	✓
Geographical Information System		Pay-per-member/ pay-per-upload	
Satellite imaging		On-off purchase/ full ownership	



Drones		other	Full service which is based on subscription on a monthly basis, also dependent on the number of users.
Weather information system		Compliance data protection regulation	
IVR	✓	Ivorian data protection regulation	
Customized software development		GDRP (EU) data protection regulation	
System Components		US data protection regulation	✓
Data collection tool	✓	Includes the following IMS components	
Form builder	✓	Member registrations and contract management	✓
Farmer database	✓	Internal inspections	✓
Reporting tool	✓	Monitoring and evaluations	✓
Data visualization tool	✓	Premium distribution	✓
Data cleaning tool	✓	Cocoa purchase management (incl. traceability)	
IVR (voice)	✓	Management of fertilizers and agro-inputs	
USSD/ SMS service	✓	Stock warehouse management and item distributions	✓
Financial services	✓	Generation of invoices, receipts	
Barcode scanning	✓	GPS Mapping feature	✓
Soil sampling features		Communication and messaging tool	✓
Accounting module		Market access/ pricing	✓
Mobile money		Weather forecast	✓
Microcredits		Crop scouting	
Languages		Payroll/ HR modules	
French	✓	Financial modules	✓
English	✓	Pensions and savings services	
Other	Multiple languages	Environmental services	
Local presence technical support	✓	Soil sampling	



Cloud service	✓	Labour services	✓
Local installation	✓		
Open source software			

16.Meridia			
Type of Technology	Includes	License structure	
Management Information System/ ERP	✓	Free	
Mobile data collection solution	✓	Monthly subscription fee	✓
Geographical Information System	✓	Pay-per-member/ pay-per-upload	✓
Satellite imaging	✓	On-off purchase/ full ownership	
Drones	✓	other	
Weather information system		Compliance data protection regulation	
IVR		Ivorian data protection regulation	
Customized software development	✓	GDRP (EU) data protection regulation	✓
System Components		US data protection regulation	
Data collection tool	✓	Includes the following IMS components	
Form builder	✓	Member registrations and contract management	
Farmer database	✓	Internal inspections	✓
Reporting tool	✓	Monitoring and evaluations	
Data visualization tool	✓	Premium distribution	
Data cleaning tool	✓	Cocoa purchase management (incl. traceability)	
IVR (voice)		Management of fertilizers and agro-inputs	
USSD/ SMS service	✓	Stock warehouse management and item distributions	
Financial services		Generation of invoices, receipts	



Barcode scanning	✓	GPS Mapping feature	✓
Soil sampling features		Communication and messaging tool	
Accounting module		Market access/ pricing	
Mobile money	✓	Weather forecast	
Microcredits		Crop scouting	
Languages		Payroll/ HR modules	
French	✓	Financial modules	
English	✓	Pensions and savings services	
Other	Indonesian	Environmental services	
Local presence technical support	✓	Soil sampling	
Type of solution		Labour services	
Cloud service	✓		
Local installation			
Open source software			

17.Faunalia (QGIS)			
Type of Technology	Includes	License structure	
Management Information System/ ERP	✓	Free	✓
Mobile data collection solution	✓	Monthly subscription fee	
Geographical Information System	✓	Pay-per-member/ pay-per-upload	
Satellite imaging		On-off purchase/ full ownership	
Drones		other	Pricing is project based. An estimate is provided based on the scale or extend of the work.
Weather information system		Compliance data protection regulation	
IVR		Ivorian data protection regulation	✓
Customized software development	✓	GDRP (EU) data protection regulation	✓
System Components		US data protection regulation	✓



Data collection tool	✓	Includes the following IMS components	
Form builder	✓	Member registrations and contract management	✓
Farmer database	✓	Internal inspections	✓
Reporting tool	✓	Monitoring and evaluations	✓
Data visualization tool	✓	Premium distribution	✓
Data cleaning tool	✓	Cocoa purchase management (incl. traceability)	✓
IVR (voice)		Management of fertilizers and agro-inputs	✓
USSD/ SMS service	✓	Stock warehouse management and item distributions	✓
Financial services		Generation of invoices, receipts	✓
Barcode scanning	✓	GPS Mapping feature	✓
Soil sampling features		Communication and messaging tool	✓
Accounting module		Market access/ pricing	✓
Mobile money		Weather forecast	✓
Microcredits		Crop scouting	✓
Languages		Payroll/ HR modules	✓
French	✓	Financial modules	✓
English	✓	Pensions and savings services	✓
Other	Multilingual. Translated into more than 30 languages	Environmental services	✓
Local presence technical support	✓	Soil sampling	
Type of solution		Labour services	✓
Cloud service	✓		
Local installation	✓		
Open source software	✓		

18.Farm ERP



Type of Technology	Includes	License structure	
Management Information System/ ERP	✓	Free	
Mobile data collection solution	✓	Monthly subscription fee	
Geographical Information System	✓	Pay-per-member/ pay-per-upload	
Satellite imaging		On-off purchase/ full ownership	
Drones		other	There are two ways that the solution is deployed (annual subscription module) and a one time purchase . There are 5 components of pricing 1. license fee 2. training and implementation 3. customizations and integrations , 4. travels and 5.annual maintenance
Weather information system		Compliance data protection regulation	
IVR		Ivorian data protection regulation	✓
Customized software development		GDRP (EU) data protection regulation	✓
System Components		US data protection regulation	✓
Data collection tool	✓	Includes the following IMS components	
Form builder	✓	Member registrations and contract management	✓
Farmer database	✓	Internal inspections	✓
Reporting tool	✓	Monitoring and evaluations	✓
Data visualization tool	✓	Premium distribution	✓
Data cleaning tool	✓	Cocoa purchase management (incl. traceability)	✓



IVR (voice)	✓	Management of fertilizers and agro-inputs	✓
USSD/ SMS service	✓	Stock warehouse management and item distributions	✓
Financial services	✓	Generation of invoices, receipts	✓
Barcode scanning	✓	GPS Mapping feature	✓
Soil sampling features	✓	Communication and messaging tool	✓
Accounting module	✓	Market access/ pricing	✓
Mobile money	✓	Weather forecast	✓
Microcredits	✓	Crop scouting	✓
Languages		Payroll/ HR modules	✓
French	✓	Financial modules	✓
English	✓	Pensions and savings services	✓
Other	Arabic, Spanish, Turkish, Persian etc. - multilingual platform	Environmental services	✓
Local presence technical support	✓	Soil sampling	✓
Type of solution		Labour services	✓
Cloud service	✓		
Local installation	✓		
Open source software	✓		

19. Smallholder			
Type of Technology	Includes	License structure	
Management Information System/ ERP		Free	
Mobile data collection solution	✓	Monthly subscription fee	
Geographical Information System		Pay-per-member/ pay-per-upload	
Satellite imaging		On-off purchase/ full ownership	
Drones		other	There is a discovery phase which could take a week or months because this



			is based on specifications communicated by the client (2.5 dollars). Afterwards they go into implementation with the client for a fee. (10,000 dollars +). Service level agreements (fixed fee (4000 USD - 10,000 USD and per user going for 50 - 100 USD per year.
Weather information system		Compliance data protection regulation	
IVR		Ivorian data protection regulation	
Customized software development	✓	GDRP (EU) data protection regulation	✓
System Components		US data protection regulation	
Data collection tool	✓	Includes the following IMS components	
Form builder	✓	Member registrations and contract management	✓
Farmer database	✓	Internal inspections	✓
Reporting tool	✓	Monitoring and evaluations	✓
Data visualization tool	✓	Premium distribution	✓
Data cleaning tool	✓	Cocoa purchase management (incl. traceability)	✓
IVR (voice)	✓	Management of fertilizers and agro-inputs	✓
USSD/ SMS service	✓	Stock warehouse management and item distributions	✓
Financial services	✓	Generation of invoices, receipts	✓
Barcode scanning	✓	GPS Mapping feature	✓



Soil sampling features	✓	Communication and messaging tool	✓
Accounting module	✓	Market access/ pricing	✓
Mobile money	✓	Weather forecast	✓
Microcredits	✓	Crop scouting	✓
Languages		Payroll/ HR modules	
French	✓	Financial modules	✓
English	✓	Pensions and savings services	✓
Other	Multilingual	Environmental services	✓
Local presence technical support	✓	Soil sampling	✓
Type of solution		Labour services	✓
Cloud service	✓		
Local installation	✓		
Open source software			

20. Kobo Toolbox			
Type of Technology	Includes	License structure	
Management Information System/ ERP		Free	✓
Mobile data collection solution	✓	Monthly subscription fee	
Geographical Information System		Pay-per-member/ pay-per-upload	
Satellite imaging		On-off purchase/ full ownership	
Drones		other	
Weather information system		Compliance data protection regulation	
IVR		Ivorian data protection regulation	
Customized software development		GDRP (EU) data protection regulation	✓
System Components		US data protection regulation	
Data collection tool	✓	Includes the following IMS components	



Form builder	✓	Member registrations and contract management	✓
Farmer database	✓	Internal inspections	✓
Reporting tool	✓	Monitoring and evaluations	✓
Data visualization tool	✓	Premium distribution	✓
Data cleaning tool	✓	Cocoa purchase management (incl. traceability)	✓
IVR (voice)		Management of fertilizers and agro-inputs	✓
USSD/ SMS service	✓	Stock warehouse management and item distributions	✓
Financial services		Generation of invoices, receipts	
Barcode scanning	✓	GPS Mapping feature	✓
Soil sampling features	✓	Communication and messaging tool	✓
Accounting module		Market access/ pricing	
Mobile money		Weather forecast	
Microcredits		Crop scouting	✓
Languages		Payroll/ HR modules	
French	✓	Financial modules	
English	✓	Pensions and savings services	
Other	Multilingual	Environmental services	✓
Local presence technical support	✓	Soil sampling	✓
Type of solution		Labour services	✓
Cloud service	✓		
Local installation	✓		
Open source software	✓		

21. ODK			
Type of Technology	Includes	License structure	
Management Information System/ ERP		Free	✓



Mobile data collection solution	✓	Monthly subscription fee	
Geographical Information System		Pay-per-member/ pay-per-upload	
Satellite imaging		On-off purchase/ full ownership	
Drones		other	It can be used as a free tool but there are pricing tiers available depending on the scale and objective of the project. Information on pricing : https://getodk.org/#pricing
Weather information system		Compliance data protection regulation	
IVR		Ivorian data protection regulation	
Customized software development		GDRP (EU) data protection regulation	✓
System Components		US data protection regulation	
Data collection tool	✓	Includes the following IMS components	
Form builder	✓	Member registrations and contract management	✓
Farmer database	✓	Internal inspections	✓
Reporting tool	✓	Monitoring and evaluations	✓
Data visualization tool	✓	Premium distribution	✓
Data cleaning tool	✓	Cocoa purchase management (incl. traceability)	✓
IVR (voice)	✓	Management of fertilizers and agro-inputs	✓
USSD/ SMS service	✓	Stock warehouse management and item distributions	✓
Financial services		Generation of invoices, receipts	



Barcode scanning	✓	GPS Mapping feature	✓
Soil sampling features	✓	Communication and messaging tool	✓
Accounting module		Market access/ pricing	
Mobile money		Weather forecast	
Microcredits		Crop scouting	✓
Languages		Payroll/ HR modules	
French	✓	Financial modules	
English	✓	Pensions and savings services	
Other	Multilingual	Environmental services	✓
Local presence technical support	✓	Soil sampling	✓
Type of solution		Labour services	✓
Cloud service	✓		
Local installation	✓		
Open source software	✓		