Dear Members of IFOAM,

The General Assembly marks the moment when IFOAM welcomes a new World Board, but also the moment when we look back on the three years of service by the current World Board. As part of this retrospective, we provide, through this report, an overview of our activities, particular achievements, finances and recommendations.

Throughout this three-year-period, publications like the Annual Reports and documents like the IFOAM Strategy or the different Position Papers will have kept you abreast of most of the main developments, challenges and successes of IFOAM. The World Board’s work, however, goes beyond these more widely publicized areas of work. The drawing to a close of our time at the service of IFOAM is the natural moment for us to report on our work.

We hope that you will read this report with satisfaction and, hopefully, feel proud to be part of the global organic movement - we do.

With warm regards,

Katherine DiMatteo
IFOAM President
on behalf of the World Board Members
For the past three years you served the worldwide organic movement as President of IFOAM. How would you rate this experience?

Holding the position of IFOAM President is a unique experience. As with any non-governmental, non-profit organization the role of President is both representative and advisory. It is both a leadership position within IFOAM and to the organic movement globally. But often times the expectation is that the President alone sets the agenda and activities of the organization and that the President’s opinion reflects the positions of IFOAM or the organic movement. So there is a responsibility to be transparent about positions and often refrain from expressing personal opinions lest they be misunderstood. A great amount of diplomacy is required so as to respectfully listen and engage while not making commitments on behalf of IFOAM. While it is exciting to be invited as the President to attend conferences and meetings around the world, the most important work is to be a team player with the World Board members and Head Office staff, in particular the Executive Director, to advance the IFOAM mission and strategic plan. It was an honor to hold this position and it was a challenge to meet the demands. Overall, it was an extraordinary opportunity to grow as an individual and to expand my understanding of the complexity of the problems facing farmers in general, organic farmers specifically and especially small-holder farmers in least developed countries. It also renewed my confidence that Organic Agriculture is a leading solution, but those who promote organic must be flexible and acknowledge the contribution of a wide variety of agro-ecological practices in order to help build the pathway for a more secure future for all.

Not all moments were easy for IFOAM during this period and at one point you even had to step in as interim E.D. Did this experience change your perception of the realities at the Head Office?

It was unexpected but fortuitous that I had to step in as interim Executive Director for two months because no other experience would have allowed
me to understand IFOAM as an organization and to become familiar with the staff at the Head Office. There had been many changes at the Head Office between the 2008 General Assembly and June 2009 – the absence of Angela Caudle due to her pregnancy; the loss of several long-term staff; and the pending loss of long-term organizational funding. Although Diane Bowen stepped in and kept IFOAM moving forward on its projects and promises, these changes resulted in uncertainty and doubt within the office about the future of IFOAM. But many of the staff remained committed and resilient, willing to adapt and do good work through this period. My experience also provided insights that I could pass on to Markus Arbenz, as well as a long list of projects and activities for his attention or management. It prepared me as well to be an informed advisor to Markus during his first months as Executive Director. Additionally, I brought this ‘hands-on’ experience and knowledge to the World Board in our discussion of priorities and expectations. Because of the structure of IFOAM, there are many directives, often in conflict, that have to be balanced by the Head Office - from the General Assembly, from the World Board, from the funders, from partner organizations – and implemented with an incredibly small budget. These are monumental expectations that I know are not understood by those on the outside. I have deep appreciation and gratitude to the staff for all they give to meet these expectations.

Where does IFOAM stand today when compared to 2008?

I am proud to report that there is a skilled Executive Director, a stable staff, well-managed budget, new programs and initiatives, consistent communication of our activities and messages and an active and recognized role as an advocate for organic. Markus Arbenz has brought together the many, loose ends of IFOAM and created a unified strategic plan that has re-invigorated the organization. Important advocacy campaigns – People before Commodities; Powered by Nature; Not Just Carbon – are not just words but active participation and leadership at UN meetings, conventions, and events. IFOAM is at work positioning Organic Agriculture as an alternative farming system that non-governmental organizations and other stakeholders can identify and mobilize around as a keystone of sustainable agriculture. We have broadened our circle of friends and allies. We have re-launched the Organic Guarantee System with new services to meet the diverse needs of the organic community, including third-party certification and participatory guarantee systems. Our financial situation has turned around from crisis to break-even. The Organic Academy is a new initiative to build tomorrow’s organic leaders while we continue to focus on building capacity

“I’m truly grateful for having been on the World Board for three years with nine other great members. We were a very diverse and, at the same time, good team, I believe.”

Masaya Koriyama

“Thematically, the work in the IFOAM World Board is very challenging, as the topics IFOAM has to manage are extremely complex.”

Urs Niggli

“’It takes all the imagination, hard work and commitment of the IFOAM family to accomplish year upon year what IFOAM is able to accomplish. If I didn’t know any better, I would believe in organic fairies…”

Jacqueline Haessig Alleje

“Where does IFOAM stand today when compared to 2008?”

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at the farm level. Focused, energetic, committed and a positive influence would sum up IFOAM today.

With regard to the work that was done throughout this term, what were for you the top 3 highlights?

1. Candidate search and hiring of Markus Arbenz as the Executive Director.
2. Completing the revision of the Organic Guarantee System and launch of the IFOAM Family of Standards.
3. Defending Organic Agriculture and farmers in the Korean press and to government officials who questioned the environmental integrity of organic farms.

Based on your experience, what advice would you give to the World Board members who will take office at IFOAM’s 2011 GA?

- Set short-term, realistic objectives that are consistent with the strategic plan and the long-term goals.
- Be honest about what and how you can contribute.
- Keep personal agendas out of World Board discussions.
- You will inherit programs and positions – don’t reinvent the wheel!
- Bring in members, funders, collaborators, partners, volunteers, and enlarge the organic global action network.
- Read your board packet, ask strategic questions, get more information before a board meeting and stay engaged even if the topic is outside your scope of interest.
- Learn to trust and respect your colleagues on the board and staff.
- Listen carefully and communicate often.
- Seek consensus and propose solutions.
- Have fun!

The Good Governance Task Force

Jacqueline Haessig Alleje (Philippines), Alastair Taylor (Uganda), Alessandra Galie (Syria), Christian Eichert (Germany), Fabio Piccioli (Italy), Joy Daniel (India), Marco Schlüter (Belgium, IFOAM EU), Markus Arbenz (IFOAM), Patricia Flores (Argentina, GALCI), Sabastian E. Saragih (Indonesia), Thomas Cierpka (IFOAM), Victor Ananias (Turkey)

Organic Guarantee System (OGS) Task Force

Andre Leu (Australia), Beate Huber (Switzerland), Markus Arbenz (Germany), Mildred Steidle (Germany), Ong Kung Wai (Malaysia), Vitoon Panyakul (Thailand), Robert Simmons (USA)
Main Achievements 2008-2011

A multitude of reports, accessible to affiliates, describes IFOAM’s activities, messages, outcomes and impacts. This is a summary and provides a concise, albeit incomplete overview of the last three years.

IFOAM’s Governance, Strategy and Management

In 2008, 70% of the present World Board members started their first term. By 2009 IFOAM had lost its Executive Director, a large part of the management and many staffs. At the same time, the financial resources were substantially decreasing due to the phasing out of IFOAM’s main project, supported by Hivos, that had financed the global organic umbrella for over a decade. The World Board made it a priority to secure survival of the organization and assure its operations. In mid 2009, the present new team was ready and has been stable since then. The financial situation remains critical, even though IFOAM’s reserves could be slightly increased since then.

Both IFOAM’s Strategy and Governance underwent a revision between 2008 and 2011:

• A strategic planning process, supported by Hivos, started in mid 2009. In 2010, the World Board approved the new five-pillar strategy, built on the foundations of IFOAM’s unaltered vision and mission. The Program 2011, which set unrealistic goals, was recontextualized accordingly in the ‘Summary of the Strategic Plan’. The Summary was published in 2011 and the new strategy has been implemented.

• A structural reform, based on the recommendations of a Good Governance Task Force, initiated at the end of 2009, is ready to be decided on at the General Assembly.
Organic Umbrella: Uniting the Organic Movement

Information management and communication required reorganization and repositioning as IFOAM was facing the gradual disintegration of its ties with its movement. Innovations in the membership department were therefore urgent and include:

- Leaner administration procedures and a new database, which is the base for our Customer Relation Management;
- More comprehensive statistics, published annually in the ‘World of Organic Agriculture’;
- New layout for the IFOAM newsletters and publications;
- A more attractive, yearly ‘Organic Agriculture Worldwide Directory of IFOAM Affiliates’, openly accessible to everybody now;
- Re-launch of ‘Ecology & Farming’ as a print magazine for the organic world;
- Preparations of a new Comprehensive Information Platform for the organic world: the IFOAM website;
- Permanently staffed outreach offices for member assistance in Latin America, Asia and Africa;
- Institutionalized partnership with ‘BioFach’, ‘One World Award’ and ‘Organic Farming Innovation Award’ and promotion packages for fairs and conferences;
- Development of the ‘IFOAM Café’, remote gatherings via internet, connecting participants to global events.

Organic Advocacy: Promoting Sustainability in Agriculture

IFOAM launched three international campaigns (‘People Before Commodities’ on food security, ‘Not Just Carbon’ on climate change and ‘Powered by Nature’ on biodiversity) with eco-intensification as its core concept between 2009 and 2010. These campaigns address international organizations, predominantly UN institutions. IFOAM represents organic farming in international events like the Climate Change conferences in Copenhagen/Cancun/Bonn, the Biodiversity conference in Nagoya or the Rio+20 preparation events. During the reported term, IFOAM managed to acquire a network of allies with well-known international players, as to increase chances of getting booth space and speaking slots in the highly competitive international advocacy environment. IFOAM’s advocacy impacts can be observed for instance through the uptake of organic messages by UNEP within their promotion of the Green Economy. UNCTAD reports on the benefits and potentials of organic farming in Africa and...
publishes policy briefings recommending that Least Developed Countries use Organic Agriculture for their food security policies. The UN Rapporteur for Food advocates for agro-ecological approaches.

IFOAM showed its commitment to burning issues in the organic movement and developed Position Papers on Seeds, on Smallholders and on Nanotechnology. It published a high-level declaration (IFOAM Declaration for Living Change) with prominent support, positioning organic farming as an alternative for the solution of global issues. Numerous presentations at IFOAM-organized conferences (e.g. in Santa Fe for Seeds and Breeds in 2009; the IFOAM Conference for Living Change with ten Alternative Nobel Prize Laureates in 2010 or the Organic World Congresses in 2008 and 2011), at all ‘BioFach Globally’ fairs and at other congresses, underpin IFOAM’s thematic leadership. Advocacy innovations include the introduction of the format of ‘Camp’ (e.g. the ‘Climate Camp’, a workshop to develop strategies for the organic movement together with interested stakeholders) and the Advocacy Guide which will in future be published annually.

**Organic Value Chain: Facilitating Production and Trade**

The revision of the Organic Guarantee System (OGS) was a high priority after the decisions and mandates of the GA in Vignola, 2008. An OGS Task Force worked during 2008 and 2009 and lay the groundwork for the subsequent WB decisions on the OGS proposal that was later presented to the membership for electronic vote.

The new OGS was approved with 93% positive member votes, and implementation has since started. IFOAM created new logos for the new services, it launched the ‘OGS Courier’ to keep stakeholders up-to-date with latest developments, and it published a new OGS brochure to explain the complex issues. Numerous policies and rules of procedures were updated. New IFOAM norms were developed, among which the IFOAM Standards Requirements (harmonized with the Common Objectives and Requirements of Organic Standards (COROS), used in international and governmental context). They were ratified by IFOAM’s General Assembly through e-vote. Six services provided by IFOAM or IOAS (its daughter organization) are being prepared or are already available (IFOAM Family of Standards, Global Organic Mark, IFOAM Standard, IFOAM Community of Best Practice Standards, IFOAM Accreditation and Global Organic System Accreditation). The IFOAM Family of Standards and the Global Organic Mark have been launched on the market. The Family includes (as of July 2011) 41 private standards (one promoted) and 12 government regulations (one promoted). Saudi Arabia already agreed to use the Family as a base for their organic import requirements.

Participatory Guarantee System (PGS) initiatives saw a strong development during the last three years: IFOAM’s publicly accessible database on PGS (which includes initiatives that follow a number of quality criteria) counts now 26 groups in 18 countries. Brazil included PGS in its organic regulations and India promotes PGS through its national policies. The PGS Task Force was turned into a permanent committee.
On the completion of the International Task Force on Harmonization and Equivalence in Organic Agriculture (2003 – 2008), the Global Organic Market Access (GOMA) project was started by IFOAM, UNCTAD and FAO. The first phase (2009 – 2012) of the project is supported by NORAD. GOMA facilitated processes for harmonization and equivalence in several regions to enable countries to accept each other’s regulation for international trade. This included support for regional harmonization in Central America/Dominican Republic and the development of a framework for cooperation on organic labeling and trade in East, South-East and South Asia which is based on a new Asia Regional Organic Standard and use of ITF Tools.

**Organic Programs: Assisting Organic Development**

During the past term, several opportunities arose to assist stakeholder with common projects to achieve an objective desirable to IFOAM, the partners and sponsors. The following projects exemplify the most important commitments and achievements:

- The first phase of OSEA (Regional cooperation for Organic Standards and certification capacity in East Africa), funded by SIDA, was completed in 2008. The second phase started end of 2010;
- Together with IFOAM EU, IFOAM supported until 2010 organic research priority settings, financed by the European Commission;
- IFOAM participates in an organic tea sector development project, financially supported by CFC, for India and China;
- In collaboration with FIBL, IFOAM takes part in the development of a Manual for Organic Farming in Africa;
- IFOAM receives funds from SSNC and NORAD to support an African Pavilion at the Biofach, which is coordinated by Grolink and Agroeco;
- Again in collaboration with Grolink, a study for UNEP on the potential for organic development in Central Asia could be completed;
- Starting in 2011, IFOAM researches for a Peruvian University and IFOAM member the success factors of PGS communities worldwide.

However, many projects in preparation for which IFOAM invested a lot of energy did not (or have not yet) materialize(d), e.g. building bridges with North Korea; African national organic movements’ concerted advocacy to the African Union; strengthening INOFo; creating consumer awareness in Eastern Europe; an organic livelihood project in Nepal; an eco-intensification field school in Peru; or a national action plan for Taiwan.

**IFOAM Academy: Building Organic Leaders’ Capacity**

Thanks to Hivos, IFOAM has the opportunity to develop a curriculum for organic leadership training. Grolink assisted by sharing its knowledge of and experience with a course they have been offering under a SIDA program for a long time. The IFOAM leadership course will be implemented starting from February 2012 in South Asia.

The IFOAM training manuals, developed during the IFOAM Growing Organic (IGO) program are still widely used in organic training worldwide.
IFOAM Administration: Creating an Environment Conducive to Work

The City of Bonn continues to support IFOAM by providing office space for a fraction of the market price. Staff, supported by local craftsmen, renovated modestly the office and ICT equipment was brought up to date. The organizational structure of the office is reformed and administrative staff (e.g., only 20% instead of 100% ICT support) has been reduced. Again, IFOAM was fortunate to count on support from many interns, trainees and volunteers.

IFOAM Reports 2008 – 2011

**The IFOAM Annual Report**
2008 2009 2010

**IFOAM Directory**
2009 2010 2011

**IFOAM in Action**

**IFOAM Insider**
2009 - Vol. 6 N° 1 - 2 - 3 - 4 - 5 - 6 - 7
2010 - Vol. 6 N° 8 - 9; Vol. 7 N° 1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9
2011 - Vol. 8 N° 1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9-10-11

**The Global PGS Newsletter**
2009 - October - November - December
2010 - January - February - March - April - May - June - July/August - September - October - November/December
2011 - January - February - March - April - May - June - July/August - September - October - November/December

**The OGS Courier**
2010 - N°1 N°2
2011 - N°3 N°4 N°5 N°6 N°7 N°8 N°9 N°10

**Africa Newsletter**
2009 - January - March - April - June - September - November
2010 - January - May - July - September - October
2011 - February - March - May - July - September - October

**The World of Organic Agriculture**
2009 2010 2011

**Good Governance Task Force**
Report September 2010 Consultation 2011 2011 Consultation Report

**Organic Guarantee System**
Report November 2009 Consultation 2010 Result of Consultation 2010

**Other Consultations**
Strategic Consultation :: Replies to Strategic Consultation :: Strategic Consultation Report :: Report of COROS Consultation :: Seed Position Consultation :: Smallholder Position Consultation

Note: In the PDF version of the World Board Report, references to documents link directly to the actual documents.
15.1: The General Assembly instructs the World Board to develop a position paper on the use of organic seed and propagation materials in Organic Agriculture.

A preliminary paper was drafted in 2008. A consultant was contracted to make a background document. A reference group gave feedback on the draft background paper. A consultation was launched via the website and feedback from members resulted in a completely revision of the approach. Feedback from the seed breeding conference in 2009 was taken into account. A new draft was developed, revised by WB and consulted with stakeholders again. Final approval by the WB in July 2011.

15.3: To encourage the use of seeds within organic systems that are bred and maintained using open pollination and natural crossing techniques.

The IFOAM position paper on the use of organic seeds addresses the issue (traditional varieties are generally open pollinating).

15.4: This Assembly requires of the World Board the formulation of a clear IFOAM policy position prohibiting the use of any permanent property patents on living organisms particularly in plants and seeds in Organic Agriculture, these being a threat to biodiversity.

The draft IFOAM Standard version 0.1, as circulated in early 2011, addresses it, but as a recommendation. In addition it is part of the Seed Position, see 15.1

20.4: That this Assembly directs the World Board to balance and augment its focus on harmonization as its principle pursuit and re-establish IFOAM as a leader in technical standards setting and recapture IFOAM’s important role in shaping the nature of Organic Agriculture.

This motion was taken into account in the definition of the new Organic Guarantee System (OGS), which was finally approved in July 2010. One element through which the new OGS maintains leadership in technical standard setting is the IFOAM Standard. Harmonization is being promoted through the IFOAM Standards Requirements – COROS and through the GOMA project.

20.5: This Assembly expects the IFOAM Basic Standards to be maintained, developed and regularly revised as they are IFOAM’s identity and protection of its integrity.

Following the new OGS, the IFOAM Basic Standards are being developed into a certification standard. They will be consulted at the end of 2011 and brought to member e-vote in 2012

20.7: This Assembly wishes final political (not technical) decisions on final proposals concerning the Organic Guarantee System to be taken by the general assembly.

The virtual GA of members e-voted for the new OGS in July 2010.

23.1: To remove the word “humankind” from section 2 of the Statutes
23.2: To amend the language of the IFOAM statutes regarding ballot voting procedures and to remove this to a separate paragraph.

Done.

26.1: The IFOAM General Assembly confirms that cell fusion, including protoplast and/or cytoplast fusion breeding techniques do not comply with the principles of Organic Agriculture. Therefore we urge the IFOAM World Board to develop clear guidelines on how to deal with varieties derived from cell fusion, including protoplast and/or cytoplast fusion breeding.

Cell fusion remains included in the definition of GE in the new IFOAM Standard, and therefore the first part of the motion is addressed, but special guidelines have not been developed, so the second part of the motion was not addressed. Since the seed position does not take this up, it should be addressed in an IFOAM position on breeding, for which a proposal has yet to be developed.
26.2: Complete work on the draft plant breeding standards as soon as possible with the view of adopting them as IFOAM (certification) standards.

This was discussed in Santa Fe. The plant breeding standards are now integrated in the draft IFOAM certification Standard (no longer presented as draft standards): motion addressed.

29.2: IFOAM will develop a proposal to be submitted to funding agencies for the development of a study on how to include the gender perspective in all development projects of Organic Agriculture where donor and/or government money is used.

Published a study on women empowerment in Organic Agriculture on March 2009. All IFOAM project proposals consider gender aspects (IFOAM has a gender policy).

29.5: IFOAM shall create a representative task force aiming to evaluate and propose the most suitable mechanisms to enable and strengthen regional group participation inside IFOAM.

The Good Governance Task Force (GGTF) was established. First report presented to the WB in October 2010. The WB developed, from the GGTF recommendations, a membership consultation in early 2011. WB will present GG motions to the GA in Korea.

29.6: This Assembly requests the World Board to propose ways of giving more weight to the representation of farmers’ and other membership organizations, thus reflecting their real weight and value and decision making rights in the IFOAM.

The Good Governance Task Force did consider this motion in its work-program. INOFO was invited to participate and provided comments. See also 29.5.

29.7: IFOAM and the World Board will support, educate and advocate regarding Grower Group certification in order to obtain recognized and legal status worldwide for smallholders, family-scale farmers and others small-scale processors/handlers. If or when other groups are considered for an ICS system, additional criteria will have to be proposed, discussed and agreed upon by the membership.

In the USA successfully done. Direct lobbying through official IFOAM position submitted to USDA/NOP. IFOAM was part of the development of the ISEAL common code for group certification.

29.8: IFOAM should continue to develop, promote and support Participatory Guarantee Systems through its permanent internal structures and include farmer representation.

A PGS committee, including farmer representation has been set up. Regular PGS newsletters are circulated to a growing audience. Committee meetings in January 2010 in Bhutan and in 2011 in Korea. The PGS database is of major help.

29.10: The General Assembly instructs the World Board to develop a position paper on the primordial role of smallholders and family farmers in the context of food sovereignty. This position paper should serve as the basis for the development of internal policies, advocacy and program development.

An Institute in Peru developed a background paper. The position paper finalized after membership consultation in July 2010. It was discussed by the WB in April and September 2010 and in April 2011. Final approval scheduled for September 2011. Campaign ‘People before Commodities’ focusing on smallholders initiated. The mainstreaming of smallholder farmers is included in all IFOAM activities.

29.11: IFOAM recognizes the potentials and dangers stemming from regenerative energy production and will thus establish a working group to specifically deal with the application of organic farming principles in renewable energy production and utilization.

Info sheet on agro fuels was published in June 2008. Climate change discussion documents and studies (Not Just Carbon Campaign) inform about impact of agro-fuel production on food security.
1: GA Agenda Recommendation suggested to have all motions to vote on before voting WB Candidates for IFOAM GA 2011.

The Motion Bazaar offers the best opportunity to directly ask the candidates what they intend to do for IFOAM and for what they will vote. Elections have to be early since the president and the vice presidents are announced on the last GA day.

2: Make up of IFOAM Board: That the WB has 5 positions tied geographically e.g. Americas, Europe, Asia, Australia, Oceania, Africa.

The Good Governance Task Force considered this GA recommendation and included it as recommendation to the WB. WB felt the gender balance more important at this stage of IFOAM's development. So far the WB was fairly well composed by members from all continents. The option of co-optation to complete the geographic coverage remains open.

3: Farmers organization possibilities of IFOAM: IFOAM should give special attention to its farmer members, related to facilitate information, services, exchange opportunities and participation in IFOAM.

The WB encourages farmers to organize themselves in INOFO and contribute as sector platform to the further development of IFOAM and the organic sector.

4: Nanotechnology: Create a task force on nanotechnology to spread knowledge and develop a basis for how to handle nano-technology within organic production.

5: It is recommended: (1) that IFOAM facilitate and support the nanotechnology task force and (2) that the WB monitors the progress and addresses the issue of nanotechnology in the future. No financial support required but website space is requested.

A nanotechnology informal task force was set-up with participants in a Biofach panel discussion on this topic. Together with the task force, a position was drafted and consulted with membership and stakeholders early 2011. WB approved the position in April 2011.

6: Recommendation: The IFOAM program 2011 and future such programs have to be adopted by the GA

WB changed the nature of the program. It will be presented to the GA to provide recommendations.

7: Recommendation: The IFOAM Organic World Congress 2008 Social Justice Module participants recommend to the IFOAM General Assembly at Vignola:

That IFOAM continues to engage actively in the promotion and inclusion of Social Justice in the development of Organic Agriculture.

IFOAM continues to promote the Principles of Organic Agriculture (OA), which include social justice. Not only does IFOAM's mission refer to it, reference to the Principles is also made in presentations and speeches. Every year at BioFach in Germany IFOAM holds a session to promote social justice as component of OA and present recent developments.

8: That IFOAM recognizes that Social Justice is a mandatory component of any Organic Guarantee System and will therefore commit to include the Social Justice component in the IFOAM OGS, regardless of the outcome of its revision.

There is a Social Justice chapter in the new IFOAM Certification Standard as well as in the IFOAM Standards Requirements.

9: To this end we recommend that IFOAM initiate a Forum on Social Justice.

BioFach and OWF provided opportunity for a discussion forum, which was offered by IFOAM every year.


The new OGS, approved by membership has no role for IROS, but is developing the IFOAM Standards Requirements (ISR) to be approved by the membership in July 20110.
**Recommendation:** To simplify the communication language and tools, including the webpage/site for facilitating outreach.

The IFOAM website is under revision since 2010 as part of the Hivos supported program will be re-launched in 2011. The Content Management Software will be changed to Drupal in order to make the website more user friendly.

**Photographs on translated POA:** To allow diversity and change photographs in the POA folders translated into various languages.

Diversity was accepted after the GA 2008.

**IFOAM HO Staff:** Turnover of young staff. Supporting the recommendation of the internal auditor. Internal Auditors report (IA 97, p 14): “...General remark: ....Striking is, that in the Head Office are mainly very motivated young people, but lacking experience in business and marketing matters. When hiring new staff members, a better balance between already experienced and proven employees and younger ones should be considered...”

The turnover of staff was reduced significantly in the current term. Two senior people have been hired for management positions. Two trainees have been taken over in Assistant and Coordinator positions.

**IFOAM Directory:** In the questionnaire for the members directory, there should be a specific question if it is a farmer organization.

The opportunity to provide more detailed information about each member organization will be provided with the new web interface, which is supposed to enable the membership to update their own data online, plus provide a few details about their scope and activities.

**Inclusion of Organic communities with no economic activity into the target groups:** In all its work, IFOAM shall consider and in most cases prioritize the (so-called ‘disadvantaged’ but actually naturally advantaged) naturally organic communities that have very small or even no economical activity but still grow and consume organic. This shall be expressed clearly in all relevant cases.

Smallholders are in the focus of IFOAM lobby and advocacy work: campaigns like ‘People Before Commodities’ in regard to food security or ‘Not Just Carbon’ in regard to climate change are very good examples. In addition IFOAM develops a Smallholder Position paper, which purpose it is to show, that solutions to the crucial questions of humankind are in the hands of small holders. This is the very reason why IFOAM is targeting smallholders. IFOAM wants to start monitoring non-certified Organic Agriculture.

**DDT Spraying for Mosquito control in Uganda:** The GA endorses a letter to be sent by IFOAM HQ to World Health Organization requesting that DDT IRS spraying in Uganda be stopped and alternatives be promoted that don’t threaten the organic status and livelihoods of many 1000’s of certified organic farmers.

A letter was sent in 2009 and placed on the IFOAM website.

**Recommendation:** The IFOAM Farmers Group formed by more than 20 farmers’ organizations that present more than 20,000 organic small farmers recommendations to the GA and the WB to pay special attention to farmer membership organizations thru policies and positions that defend the farmers, for they are the base of the organic movement and of all its diversity (traders, certifiers, consumers, researchers, etc.). This recommendation is related to the motion 29.6 and the goal 4 of IFOAM program 2011.

See response to recommendation 3. The WB very much appreciates the activities of INOF and encourages its transition into a sector platform under the revised Governance Structure.

**Recommendations to the program 2011**

Taken into account by the WB to develop a final version of the Program 2011 and the IFOAM Strategy is published in 2011.
The main objective of the Internal Audit (IA) is to assess whether the motions and recommendations of the previous General Assembly (GA) have been carried out and whether the activities developed and implemented by the World Board (WB) and Head Office have been in accordance with IFOAM’s statutes and the stated strategies for the respective term.

We visited the IFOAM Head Office twice to conduct the audit, which we summarize for you below. We concentrated our audit on the performance of the World Board, ED and the finances, while checking recommendations and motions.

Overall, we have witnessed major changes in staff and professionalism at IFOAM. At the beginning of our term, we found an organization that was rather vaguely managed and finances that were disastrous. There was no strategy, but rather a wish list (of goals) from the GA. The ED, Markus Arbenz, stabilized IFOAM, improving procedures and the quality of the work done within the organization. IFOAM is now a well-managed organization, with structures that enable it to serve the members and its goals.

The World Board worked hard to make IFOAM survive and to improve it. It seems, however, that the World Board has more and less active members and has not operated effectively through electronic communication. The latter leads to time-consuming reminders, frustration and delays. Fortunately, the World Board is aware of these challenges, and deserves recognition for its good work, especially as it is voluntary. Still, as we select new World Board members at the GA in Korea, it is important to be confident that the candidates are able to assume their task, in terms of qualifications and available time!

The new IFOAM strategy has taken into account the goals, decided on by the last GA, very well. The strategy took far too long to be formulated, however, it lacks a clear statement on increasing membership, and its strategic goals should be prioritized. Nonetheless, the strategy is well structured and incorporated into daily operations.

The most difficult issue was and remains finances at IFOAM. Though used responsibly, neither assets nor reserves are enough to assure a worldwide representation of the organic movement. The financial situation remains critical, despite a positive result in 2010. We urge the GA and World Board to do everything possible to improve that situation, quickly, to be sustainable!

Motions and recommendations have been properly addressed by the World Board and ED.

In general, we are pleased to inform the GA that World Board and Head Office have worked hard under difficult circumstances and have done a good job.

Eva Mattson & Frank Rumpe
### FINANCES

#### IFOAM INCOME STATEMENT 2008 - 2010 (EURO x 1000)*

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions and fees</td>
<td>334</td>
<td>303</td>
<td>317</td>
</tr>
<tr>
<td>Donations</td>
<td>195</td>
<td>89</td>
<td>115</td>
</tr>
<tr>
<td>Other income</td>
<td>485</td>
<td>276</td>
<td>474</td>
</tr>
<tr>
<td>Income from projects</td>
<td>1,126</td>
<td>824</td>
<td>1,153</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>2,140</td>
<td>1,491</td>
<td>2,059</td>
</tr>
<tr>
<td><strong>Expenditure</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel expenses</td>
<td>851</td>
<td>647</td>
<td>816</td>
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<tr>
<td>Administrative expenses</td>
<td>159</td>
<td>132</td>
<td>163</td>
</tr>
<tr>
<td>Internal structures</td>
<td>83</td>
<td>32</td>
<td>74</td>
</tr>
<tr>
<td>Other expenses</td>
<td>405</td>
<td>79</td>
<td>359</td>
</tr>
<tr>
<td>Project expenses</td>
<td>600</td>
<td>531</td>
<td>600</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td>2,098</td>
<td>1,421</td>
<td>2,012</td>
</tr>
<tr>
<td><strong>Balance</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Income</td>
<td>2,140</td>
<td>1,491</td>
<td>2,059</td>
</tr>
<tr>
<td>Total Expenditure</td>
<td>2,098</td>
<td>1,421</td>
<td>2,012</td>
</tr>
<tr>
<td>Surplus/Deficit</td>
<td>42</td>
<td>71</td>
<td>47</td>
</tr>
</tbody>
</table>

*For computational reasons, rounding differences of ± 1,000 Euro

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Main Contributors:
Without the contribution of volunteers, IFOAM could not have achieved all this.

Thank you!

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