

Annual Report 2021



Celebrating Organic ~ Investing in the Future ~ Investing in Inspectors

Message from the Chair...

Never could I have imagined what the last 3 years would hold when Eric Feutz called me up while on an inspection trip in the first few days of 2019 to ask if I would run for the board. I remember getting off the phone thinking – *huh.....how did they know my name? But cool – maybe I'll get to hang out with inspectors!!!*

Accomplishments in 2020 mostly wrapped around the pandemic. In 2021, there was an industry spotlight on recruiting, training, and retaining organic inspectors (finally). The USDA invested almost \$2 million on human capital for organic professionals. And IOIA is in the game as a key player, partnering in 4 of the 9 projects that were funded.

We accomplished a lot to be proud of as we elevated and amplified the voice of inspectors. We surveyed inspectors and commented to the National Organic Standards Board on Human Capital in the spring and on other topics in the fall. We supported inspectors with regular online Town Halls, added Spanish language remote inspection training, expanded live online basic training to Spanish, and supported the Asia Pacific Committee (7 members from 7 countries!) as they developed live online grower group training. We implemented a new membership/training database system and website. In 2021, we hosted our first online annual meeting with record attendance by one-fourth of our inspectors. For the first time, we teamed up with the Accredited Certifiers Association for joint NOP/ACA training. We created a pilot program for mentorship that better equips new inspectors while compensating seasoned ones. We were awarded a cooperative agreement with USDA for \$250,000 (the largest dollar project for IOIA ever) for apprenticeship as well as being partnered in several other projects.

And the crowning achievement – the Strategic Plan with clear deliverables and budgets! The board came together in person for the first time in nearly two years. We did a deep dive into where our organization has been, where it is, and where we want it to be. We came together as a group - board, consultants, and executive director - to have some tough conversations. We came out unified in our goals and how to accomplish them. This Plan focuses on three priorities: Training, Membership, and Operations. It takes bold steps to diversify the training program, expand inspector member services, increase organizational resilience and accountability, and implement the principle of continuous improvement throughout. It promises to keep IOIA at the forefront of organic training, provide compelling membership benefits and incentives for members to join, and amplify the voice of inspectors. All of these priorities are steeped with intention to have a global impact and to position IOIA to act proactively.

We did good, REALLY, REALLY, GOOD and I was honored to be a small part of it. But all in all, my favorite part wasn't that far off from those first few thoughts on the streets of Brooklyn – *I got to hang out with inspectors!!*



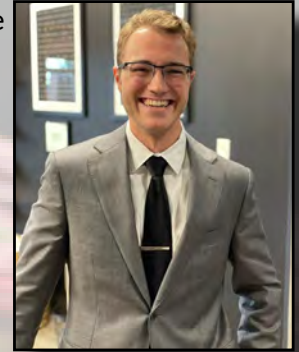
Rachel Cherry Myers

Join IOIA in celebrating the Official Year of Organics – celebrating our 30 years and IFOAM's 50 years.

IOIA's Mission: To address issues and concerns relevant to organic inspectors, to provide quality inspector training, and to promote consistency and integrity in the organic certification process.

IOIA is the only international organization of its kind. IOIA is GLOBAL – with members in 16 countries.

- IOIA continued support of the Asia Pacific Committee in their efforts to develop live online Grower Group training. IOIA's Executive Director and the International Training Manager assisted with logistics to help the committee prepare to launch training in early 2022. This is one of IOIA's most active committees, with members from seven countries.
- We developed and distributed a new IOIA communique in Spanish, perhaps a factor in IOIA's current uptick in Latin American members. Spanish language remote inspection training boosted our Spanish resources.
- IOIA signed a Memo of Understanding with the Alliance for Organic Integrity to jointly seek funds for e-learning.
- We fully participated in the IFOAM-Organics International General Assembly online in September 2021. Our Executive Director serves on the IFOAM North America Board.
- IOIA's Canadian Committee uses some of their budget annually to sponsor the Guelph Organic Conference in Ontario. The conference took a break during the pandemic in 2021 and returned to a modest online event in 2022.



Town Hall moderator
Terrance Layhew

IOIA invested in inspectors.

- IOIA added contract staff to assist in writing applications for funding from USDA NOP in 2021 for “Human Capital”. IOIA is the principal investigator in one of the projects for \$250,000 to develop an inspector apprenticeship model, and a partner in three of the other eight projects.
- Our Policy Committee surveyed inspectors and prepared robust comments to the National Organic Standards Board. Comments were shared with colleagues in Canada who are seeking funding for similar initiatives.
- The IOIA board meets regularly with the Accredited Certifiers Association and the Deputy Administrator of the NOP.
- IOIA hosts regular Certifier-Inspector Dialogue conference calls (about quarterly) to discuss common issues.



IOIA communicated with members.

- IOIA's quarterly newsletter, *The Inspectors' Report*, remains the standard communication instrument and includes summaries of all board meetings.
- Our digital communication platform sent out 74 separate messages, a total of 22,619 sends.
- IOIA launched a new website – a modernized membership and training information system housed in a mobile-friendly website with a fresh new look. Members can now create accounts, update their own profiles, and renew dues efficiently.
- We tried out two new online discussion groups in 2021 to find a format that worked best for our members.



Keynote speaker Jochen Kleboth, Austria, Head of Data Analytics at Intact, spoke to inspectors, “*Improving Audit Performance and Planning with Artificial Intelligence Tools*”. He explained how AI tools can help us “see more, find more, do more” as we deal with the elephant in the room (Fraud).

IOIA created community.

- We continued IOIA's Town Hall tradition with 7 Town Halls and an online Holiday party, and added IOIA's new podcast. Town Halls are free and open only to IOIA inspector members.
- IOIA's first online Annual Meeting – with 60 inspectors in attendance (about a fourth of all members) – and our first online election. The tool worked so well and so many members voted that we plan to continue voting this way.
- Recognizing that many basic course participants were not enlisting as members, the Board initiated free supporting individual membership for basic training participants.

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IOIA Speaks – Advocating for Inspectors

Human Capital was brought to the forefront in 2020-2021 as a critical challenge for the organic industry. IOIA had already been expressing deep concern about the failure of incoming highly qualified inspector candidates to match the exiting talent, especially in the face of increased inspections with the impending Strengthening Organic Enforcement Final Rule. Following a robust comment to the National Organic Program in 2020, IOIA had further opportunity when the National Organic Standards Board posted the **Proposal: Human Capital: Strategy for Recruitment and Talent Management – Inspectors and Reviewers**.

IOIA's Policy Committee and Decision Tree on when to comment guides IOIA's comment process. IOIA first surveyed the membership on key issues highlighted in the proposal. Non-inspector members were also invited (about 10% of 53 total respondents). Based on that survey, IOIA's Policy Committee prepared comments on key issues for inspectors (click on image). Next, we answered the questions of the NOSB.

What have you experienced or witnessed that contributes to the shortage of organic inspectors/reviewers? What are some additional strategies that can be employed to increase the numbers of organic inspectors and reviewers? And, are there appropriate ways for the National Organic Program to assist with the financial burdens of:

- Initial cost of becoming a trained organic inspector.
- Costs of continuing education for existing experienced inspectors, and
- Compensation for organizations and/or experienced inspectors to provide qualified one-on-one mentorships to beginning inspector/reviewers

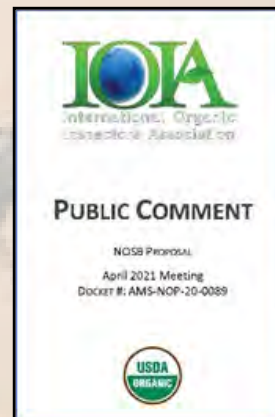
The Policy Committee prepared a comprehensive comment, urging NOP funding and support for

- Feasibility studies for Apprenticeship and Credentialing Programs.
- Support for pilot programs with universities or colleges that create access to a broader funding support to lower the barriers to entry-level training.
- A State of the Industry Study that captures and publishes the data for a large percentage of inspectors and reviewers.
- Reducing duplicate annual training and increasing consistency.

In addition, we addressed the following challenges and offered solutions and suggestions, supported by graphs and statistics from the survey on the following topics: travel; compensation; training and education; insurance cost; inconsistencies - deviations from industry/IOIA established Best Management Practices.

Angela Wartes-Kahl, IOIA Inspector member, prepared a guide to commenting and led a webinar to assist members in making their own comments.

IOIA also submitted comments for the Fall 2021 NOSB Meeting on the proposal: **Oversight improvements to Deter Fraud: Modernization of Supply Chain Traceability**.



IOIA credentials inspectors through the Accreditation Program. Accreditation is renewable every 3 years. The Accreditation Review Panel includes 3 inspector members, one representative of a certifier, and one non-IOIA member.

15 members are accredited in one or more scopes. One new inspector was accredited in 2021.

IOIA's Mission: To address issues and concerns relevant to organic inspectors, to provide quality inspector training, and to promote consistency and integrity in the organic certification process.

IOIA continued a strong basic training program in 2021 using the live online training format to deliver basic trainings in three languages (English, Japanese, Spanish). Total number of participants went up again for the third straight year, with most training offered online. The Basic Crop Inspection Training, offered for the second year, was adapted in 2021 both for delivery in Spanish and to the COR Crop Standards in the Live Online format.

For the first time, IOIA cosponsored the annual training of the Accredited Certifiers Association. Annually ACA hosts this training combined with the annual USDA NOP training. ACA and IOIA worked together on an arrangement in 2020 by which independent contract inspectors could attend the NOP training. This training is typically closed only to certification agency staff. ACA and IOIA worked together in 2020 on the training, and we moved to work even more closely together in 2021. Due to the pandemic, the training moved from a planned onsite event to an online format. Dozens of IOIA inspector members participated, grateful for affordable and accessible training. IOIA members and staff were speakers and dozens of members attended the training.

Remote Inspection Training, particularly Unannounced Remote, was identified in 2021 as a topic for shared training with ACA and IOIA. Two free workshops were developed and delivered collaboratively, reaching 345 participants from around the world. Both sessions were recorded and made available to all registrants.

Following up on a partnership established in 2020 with [CIAO - Comisión Interamericana de Agricultura Orgánica](#) - IOIA co-developed a self-paced [Capacitación en Inspección Remota de la IOIA - nivel 200](#) (remote inspection training) in 2021 in Spanish. CIAO provided translation and hosting support. IOIA Trainer Garth Kahl delivered an update webinar in Spanish for CIAO.

Organic Valley Joins as a Supporter of the IOIA

Apprenticeship Pilot Program *“Organic inspectors play a vital role in the organic certification framework and are largely responsible for verifying the integrity of organic standards. The community can support the retention of well-qualified professionals by working to elevate the status of organic inspectors and reviewers as well-qualified professionals. Join us in supporting an inspector apprenticeship program to meet a critical need.”* – Mary Capehart, CROPP/Organic Valley

Three new Canadian courses were launched in 2021:

- Self-paced Canadian Organic Certification System
- Self-paced Canada Organic Crop Production Standards
- Live Online Basic Crop Inspection Training

Self-paced Canadian Livestock Production Standards, Live Online Livestock Inspection Training; and Live Online Processing Inspection Training are all scheduled for completion in 2022.



Onsite training resumed in the US, after an interruption of nearly two years during the pandemic. The field trip hosts who accept small groups on practice inspections are a key ingredient to IOIA's successful onsite basic training program.



Using Webinar, Live Online, Onsite, and Self-paced formats, IOIA had an average of one training per week – 52 separate training events. Self-paced Remote Inspection Training is available in English and Spanish.

Thanks to our 2021 Cosponsors



Japan
Organic
Inspectors
Association



PepsiCo



NATIONAL CENTER
FOR APPROPRIATE
TECHNOLOGY

*IOIA Accomplishes What it Does through intense collaboration with cosponsors, trade associations, strategic partners, and our volunteer Committees.
Thank you, friends, members, and volunteers!*

IOIA's Mentorship Committee: Amanda Birk-Chair; Lois Christie; Janine Gibson; Angela Wartes-Kahl; Trish Dougherty; and Pam Sullivan, formed from within the membership in September 2020.

The Committee came together to address the lack of quality inspector mentoring including appropriate compensation for experienced mentors. In October 2021, they drew their tenure to a close. Why? The best reason - SUCCESS! When IOIA achieved a funding strategy and the pilot apprenticeship program was underway, they ended as a Transition Working Group. For the continued success of the program, they recommended to the board that IOIA hire a Director of Operations and implement a Training Advisory Committee. These recommendations have been incorporated into the Strategic Plan.

Thank you to this hard-working committee for many, many hours of volunteer work.

Accomplishments

- Initiated a Pilot Apprenticeship Program
- Procured Grants & Industry Funding
- Implemented Program Marketing

Key Principles

- Urgency: The shortage is immediate, and it is a potential threat to organic integrity.
- Sustainability: The program cannot rely on volunteer efforts, and must appropriately pay, and have the capacity to pay, inspectors, mentors, and administrators for their work.
- Top-Quality: The program must produce professional and competent industry representatives.
- Collaboration: The program be built with input from key industry stakeholders.



Scholarships

2022 Andrew Rutherford Award - Victoria Plasse, Idaho, USA



I am a long-time Teton Valley, Idaho resident. I completed my level 100 IOIA training for Processing and Crops this summer and would like to complete the third scope of Livestock this year as well. I have been lucky enough to begin shadowing with the Montana Department of Agriculture Organic Program and I am optimistic that by next year, I will be ready for contract work and can begin my course as a full-time inspector.

While on my shadow inspections this summer, I quickly realized that yes, I have a solid foundation of real-life experience and I know my way around a farm but that also being an inspector is a complex role. Inspectors need to not only be effective and well educated but diplomatic in their course of action.

2022 Organic Community Initiative Scholarship
Was not awarded this year - no applicants.

Reynaldo De la Rosa Memorial Scholarship – New in 2021!

Reynaldo De la Rosa was an organic inspector, passionate organic advocate, father, brother and active member of the broader Mexican organic community. Many inspectors remember him as one of the trainers for the beekeeping class during the 2019 IOIA AGM, held in Oaxaca, Mexico. Although he was only in his forties, ate well and worked outside much of his life, he succumbed to Covid-19 in August 2020, leaving behind a wife, two adolescent sons and a gaping hole in our lives and the broader Mexican organic community.



Mexican organic inspectors face a unique and sometimes dangerous set of working conditions. To have cherry tomatoes on a salad in winter or dried mangos in the United States and Canada means there is an inspector visiting dozens of farms on the organic coop in Baja or the mango groves and coffee plantations of Sinaloa or Chiapas. This often means long, exhausting days of driving dirt roads, eating bad food for dinner and grabbing breakfast at a convenience store. Also, it can mean getting held up by narcos at a highway checkpoint en route to the tomato fields, or contracting cholera from tainted water on a coffee inspection. For brothers Ernesto and Reynaldo De la Rosa, these have been the costs of working for many years as organic inspectors in Mexico.

To honor his work in the long term, **Angela Wartes-Kahl and Garth Kahl** established a memorial scholarship fund for new organic inspectors from Mexico. **“There are many hurdles to entering and succeeding in this profession; the cost of training shouldn’t have to be one of them.”** Each year the Reynaldo De la Rosa Memorial Scholarship will be awarded to a Mexican inspector to cover the cost of an IOIA basic training, plus a stipend to cover lodging and transportation. This can include the online or in-person courses. Oregon Tilth and several other inspectors contributed to the scholarship to help seed the fund. Just as the De la Rosa family children each graduated and contributed to their siblings’ education, we hope that future organic inspectors will reach back and contribute to the education of others who follow in their footsteps. The application process is under development.

Reynaldo De la Rosa....presente!

International Organic Inspectors Association Balance Sheet (Cash Basis) As of December 31, 2021		
ASSETS	Dec. 31, 2021	Dec 31, 2020
Current Assets		
Total Checking/Savings/CDs	384,486.72	399,241.19
Accounts Receivable	449.41	-224.08
Total Other Current Assets	22,316.08	20,410.16
Total Current Assets	407,252.21	419,427.27
Fixed Assets		
Total Building	38,768.86	38,768.86
Other Assets		
Accumulated Depreciation	-21,541.65	-20,012.23
TOTAL ASSETS	\$424,479.42	\$438,183.90
LIABILITIES & EQUITY		
Equity		
Contributed Property-FMValue	29,031.80	29,031.80
Restricted (Scholarship Travel Fund)	17,337.83	1,588.00
Retained Funds	407,667.91	488,307.55
Net Income	-29,558.12	-80,639.64
Total Equity	424,479.42	438,297.71
TOTAL LIABILITIES & EQUITY	\$424,479.42	\$438,297.71

Fiscal Note – the Board of Directors approved a budget for 2021 with a projected bottom line of -\$61,060 primarily for completion of the new Information Management System/Website. Projected expense for IT, Social Media, & Website was \$62,050. Actual expense in 2021 was on track at \$69,016. Unbudgeted and unanticipated funding from the US government’s Covid-19 related Paycheck Protection Program brought in \$67,316 PPP funding. This had a significant positive impact on the bottom line. The Board invested in a mostly non-budgeted expense of \$22,647 for an in-person BOD Strategic Planning retreat, and still the actual bottom line was about \$30,000 better than projected. IOIA’s cash reserve is \$200,000; we did not dip into that reserve.

ALTHOUGH SPACE DOES NOT ALLOW LISTING THE NAMES OF ALL 191 INSPECTOR AND
80 SUPPORTING INDIVIDUAL MEMBERS, IOIA WISHES TO EXTEND A SPECIAL THANK YOU
AND TO ESPECIALLY ACKNOWLEDGE THAT YOUR CONTINUED SUPPORT IS WHAT SUSTAINS OUR UNIQUE ORGANIZATION.

SUPPORTING BUSINESSES

Accredited Certifiers Association
Baystate Organic Certifiers
County of San Diego
Australian Certified Organic
East West Tea Company
Good Earth Foods
Iowa Dept. of Ag & Land Stewardship
Maryland Department of Agriculture
Montana Department of Agriculture
NASAA Certified Organic
New Jersey Department of Agriculture
New Mexico Department of Agriculture
Natural Food Certifiers, Inc.
Organic Materials Review Institute
Organic Producers Association of Manitoba
Quality Certification Services
Ranck and Associates, LLC.
Regenerative Organic Alliance
Rodale Institute
Richard D. Siegel Law Offices
Sertifikācijas un testēšanas centrs
The Fertrell Company
Utah Department of Agriculture & Food
Van Drunen Farms
WQS Food Verification, LLC
Wolf, DiMatteo + Associates, Inc.
Yolo County Dept. of Agriculture

SUSTAINERS

Driscoll's

SUPPORTING CERTIFICATION AGENCIES

Agricultural Services Certified Organic (ASCO)
California Certified Organic Farmers, Inc. (CCOF)
Centre for Systems Integration (CSI)
Clemson University
Colorado Department of Agriculture (CDA)
Ecocert ICO, LLC.
Global Organic Alliance, Inc. (GOA)
Idaho State Department of Agriculture (ISDA)
International Certification Services (ICS)
Japan Organic Inspectors Association (JOIA)
Kentucky Dept of Agriculture (KDA)
Kiwa-BCS Oeko-Garantie GmbH
MOFGA Certification Services (MCS)
Midwest Organic Services Association (MOSA)
MN Crop Improvement Association (MCIA)
Nature's Int'l Certification Services (NICS)
NOFA-NY Certified Organic, LLC.
Ohio Ecological Food & Farm Association (OEFFA)
Oregon Tilth Certified Organic (OTCO)
Organic Certifiers, Inc.
Organic Crop Improvement Assn. - Int'l (OCIA)
Pennsylvania Certified Organic (PCO)
Pro-Cert
Primus Auditing Services
Quality Assurance International (QAI)
SCS Global Services
TCO Cert
Vermont Organic Farmers, LLC (VOF)
Washington State Dept of Agriculture (WSDA)

PATRONS

Aurora Organic Dairy

CROPP/Organic Valley/Organic Prairie *upgraded to Patron Member in 2021 AND awarded a \$ 25,000 Farmers Advocating for Organics grant to IOIA for livestock apprentice training in 2022.*

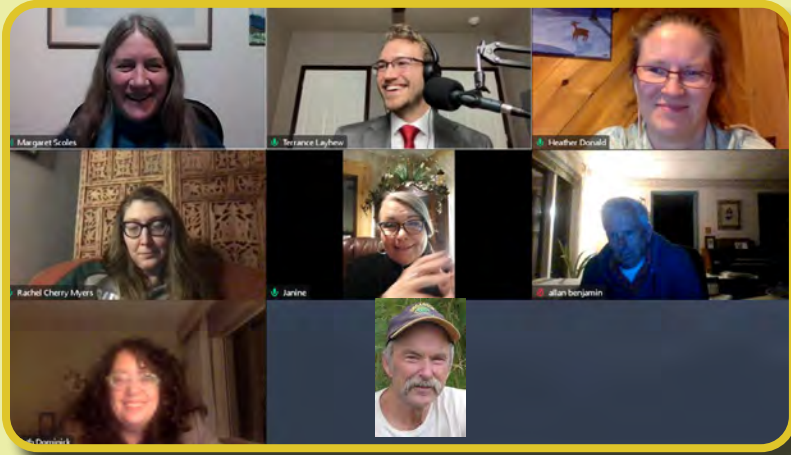
Trainers

Harriet behar, Wisconsin, USA
Luis Brenes - San Jose, Costa Rica
Philippe Descamps - Cahuita, Costa Rica
Bob Durst - Oregon, USA
Silke Fuchshofen - New York, USA
Janine Gibson - Manitoba, Canada
Humberto González - Alajuela, Costa Rica
Garth Kahl - Washington, USA
Garry Lean - Ontario, Canada

Yutaka Maruyama - Tokyo, Japan
Kelly Monaghan - Toronto, Canada
Lisa Pierce - British Columbia, Canada
Nate Powell-Palm - Montana, USA
Mutsumi Sakuyoshi - Fuji Shizuoka, Japan
Monique Scholz - Quebec, Canada
Pam Sullivan - New Hampshire, USA
Isidor Yu - Gyeonggi, Republic of Korea

Board of Directors

New Team Member Ellie Hudson



Top row, Executive Director Margaret Scotes; Terrance Layhew, director; Heather Donald, secretary. **Middle Row**, Board Chair Rachel Cherry Myers; Janine Gibson, vice-chair; Allan Benjamin, treasurer. **Bottom row**, Beth Domnick, director; Chuck Mitchell, Executive Committee Member at large.

Ellie Hudson, Green Door Workshop, Michigan, was the lead writer for IOIA's apprenticeship proposal and currently serves as the Project Manager.

IOIA's history with larger funded projects and grants has been sporadic. The largest revenue source has been selling training, followed by membership income. In 2021, board members announced intent to diversify revenue streams. They took on the NOP Request for Applications and prioritized key topics for funding. In 2021, IOIA celebrates the largest number of funded projects in history, thus significantly strengthening IOIA's sustainability and diversifying revenue streams.

"The goal of the Human Capital Capacity Building initiative is to improve the oversight capacity of the organic industry by supporting and expanding the pool of qualified inspectors and reviewers. The initiative will support projects across the human capital pipeline, from initial workforce development to creating resources for existing professionals." (USDA/NOP). IOIA is the lead on one project and partnering on three of the other nine projects funded under this initiative.

Project Title: Building a Sustainable and Inclusive Apprenticeship Program for Organic Inspectors and Other Organic Professionals.
Project Description: Develop curriculum, toolkits, and marketing materials for a replicable model for recruiting and training organic professionals through a robust diversity, equity, and inclusion lens. As proof of concept and ground truthing, deliver organic crop inspection training, crop apprenticeship intensive, livestock apprenticeship intensive and transition trainer training in KY in 2022.
Partners: Kentucky Dept of Agriculture, Kentucky State University, University of Kentucky, Organic Association of Kentucky, Elmwood Stock Farm, Organic Integrity Cooperative Guild, Green Door Workshop. **Project Lead:** IOIA

Project Title: Diversity, Equity, and Inclusion Resources for Organic Professionals
Project Lead: Organic Farmers Association

Project Description: Training opportunities for organic sector. By testing training concepts for DEI education and actionable organization change with organic stakeholders and providing them with appropriate resources, participants and stakeholders will have an increased understanding of institutionalized racism, and the impacts on access to opportunities for underserved farmers at USDA and in our organizations. Lead organizations to take on specific actions to identify and break down barriers to increase participation in organic certification by BIPOC farmers as well as increase the diversity of staffing throughout the organic community so that more BIPOC inspectors, certifiers, and educational staff support organic farmers. IOIA will also host a BIPOC intern.
Team members: Cambium Collective, National Organic Coalition, IFOAM North America, Accredited Certifiers Association, IOIA.

Project Title: Bridging the Gaps: Enhancing Organic Programs in Postsecondary Education to Expand and Diversify the Certification Workforce Pipeline **Project Lead:** Oregon Tilth

Project Description: Based on surveys of organic certifiers in the US and secondary education institutions that currently provide organic education for undergraduate students, gaps will be identified where curriculum is needed.

Partners: Iowa State University; Oregon State University; University of Wisconsin-Madison.

Project Title: Developing Cooperative Support for Organic Professionals

Project lead: Northwest Cooperative Development Center

Project Description: The project objectives are to build a cooperative business model for organic professionals by creating a business plan, marketing plan and support resources. **Partners** include the Organic Integrity Cooperative Guild.

STRATEGIC PRIORITIES



The 2021 Board of Directors established strategic priorities to guide IOIA's focus over the next three years in a planning retreat with the board meeting in-person in Colorado Nov 17-18. The Strategic Plan was approved on January 20, 2022. It articulates three key priorities (Training, Membership, and Operations) and outlines the objectives and strategies that will be pursued to impact these priorities in the next year, and beyond.

These priorities are steeped with intention to have a global impact and to position IOIA to act proactively rather than reactively. The board has developed a one-year work plan and a strategy to move the plan forward the next two years by annually developing a work plan in tandem with the budget. Guiding principles for the work plan are accountability and continuous improvement. When fully implemented, this plan promises to keep IOIA in the forefront of organic training, provide compelling membership benefits and incentives for members to join IOIA as their professional association, amplify the voice of inspectors, and create a more resilient organizational structure.

A summary of key points follows below. To read the full Strategic Plan, [please click here](#).

OBJECTIVE 1

Design IOIA training products to evolve with the sector, expand capacity, and grow skills for organic inspectors and other stakeholders



Key Performance Indicator: 50% of IOIA basic training participants report a 75% or higher satisfaction rating no later than 6 months after training; 25% of IOIA basic training participants report a 75% or higher continued satisfaction rating no later than 12 months after training. Some identified strategies include: Develop and implement a mechanism for gathering training participant feedback

electronically, including post-training surveys; create a plan for establishing a Training Advisory Council; develop an apprenticeship program model funded by the \$250,000 cooperative agreement with USDA NOP; develop and launch press strategy to increase enrollment; host training for livestock and processing in Canada; grow number of training registrations by at least 150 participants for "beyond basic" trainings in 2022; develop virtual training calendar for monthly professional development; create Residue Sampling webinar; and host advanced training in Saskatchewan in conjunction with the Organic Connections conference.

OBJECTIVE 2

Advocate for the inspector profession to the organic sector, while engaging stakeholders, to increase membership benefits and grow the community



Objectives and Strategies Create a new active working group focused on pressing issues for the inspector profession; lead a human capital working group in collaboration with key industry partners; respond to 100% of requests for written and/or verbal public comments that meet the criteria of the IOIA comment policy; increase inspector member engagement by at least three interactions per member

with unique IOIA content; develop virtual training calendar for monthly membership engagement; eliminate barriers to forum participation; partner with an NOP Human Capital project partner to host a cultivation event for prospective members; and establish 3 new strategic partners to evolve industry conversation on credentialing.

OBJECTIVE 3

Implement a clear and structured operations protocol that holds IOIA accountable for continuous improvement within the organization, and advances the IOIA mission



Objectives and Strategies Enable new board members to effectively participate in BOD meetings and make strategic decisions within 45 days of BOD election appointment. Create, edit and publish new Board of Directors onboarding packet. Evaluate 100% of staff annually. Increase capacity to successfully implement the strategic plan. Strategies include evaluating current capacity and identify needs; reviewing and

updating all staff position job descriptions; and hiring an external consultant to 1) perform a needs assessment that evaluates existing staff competencies; 2) identify skill gaps and create job descriptions or requests for proposals to fill gaps; and hire necessary position(s). Key performance indicator --100% of 2022 strategic plan strategies are implemented, with track and report progress on strategic plan objectives quarterly. Determine how IOIA's new information management system is being used and evaluate opportunities to expand efficiencies with the available technology. Consolidated workplan and budget approved for 2023 strategic initiatives. Collaboratively develop 2023 workplan and budget.

Committees - How a Lot of our Work gets Done

Accreditation: Purpose: To oversee the inspector accreditation program including to review, adjudicate and propose policy and criteria used to accredit inspectors. To formulate accreditation standards and procedures.

Asia Pacific Committee: Purpose: Give voice to Asia members concerns.

Bylaws: Purpose: Ongoing response to bylaws issues.

Canadian: Give voice to Canadian members concerns.

Ethics: Criteria for membership is past board or alternate service. Created to deal with complaints received by the IOIA office based on the Codes of Ethics and Conduct.

Finance: Purpose: Advise board on fiscal matters, combined with fundraising committee.

Fundraising: Purpose: To work with Finance committee on fundraising strategies.

Latin American: Purpose: Give voice to Latin American members concerns.

Membership: Purpose: Develop membership services and numbers.

Nominations: Purpose: Prepare annual ballot for Board of Directors.

Policy Comment Committee: Purpose: Use IOIA Comment Policy and Decision Tree to determine whether IOIA will submit comments on local, state, national or international issues in the organic industry that would impact inspectors and/or the inspection process; or issues outside of the organic industry which impact independent contractors. Draft and/or review comments as needed.

Scholarship: Purpose: Ongoing review and selection of scholarship applications.



Margaret Scoles



Sacha Draine



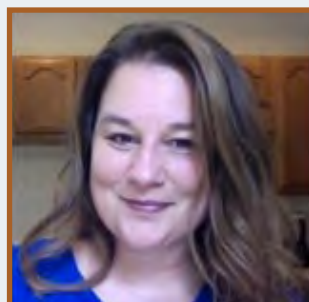
Teri Lindberg

Staff

*Our dedicated,
devoted,
and
multi-talented
staff!*



Diane Cooner



Sue Hall



Jennie Olson



Cecilia Earley

52 Training Events
890 Course Participants

Members in 16 Countries
2 Strategic Partners -
(AOI and CIAO)

74
Press Outreach
Campaigns to
22,619 Contacts

7
Inspector Town Halls
IOIA's First Podcast

Our First
Online Annual Meeting,
attended by 60 inspector
members - the most ever!

1 In-Person
Board Retreat
produced 1 New
Strategic Plan

First collaborative
IOIA/ACA/NOP Training
3 New Canadian Courses
2 New Spanish Courses

80 years -
the amount of collective
service to IOIA
by current staff



In Memoriam



Jack Reams, PAg - Oct. 16, 1936 – Jan. 9, 2021 Jack passed away unexpectedly at the age of 84 on Saturday January 9th with his wife of 29 years, Marlene, at his side. For over 19 years, he inspected crops, livestock and processing plants. Jack had a passion for agriculture and farmers that shone through in all that he did. He always said work was his hobby and true to his nature, he worked right up until Friday afternoon, Jan. 8. He loved to travel. He and Marlene did inspections together throughout Western Canada and the USA. Colleague Cheryl Laxton says, “Marlene typed every single one of Jack’s reports. He had very little interest in technology. If you had the pleasure of meeting Jack, I am sure you heard him say ‘I’ve gotten this far in life without typing and I’m not going to start now’. He mentored many organic inspectors as well as articling agrologists. He was a kind man with a warm heart, a contagious laugh and always an encouraging word. His interest in history and people and his dedication to agriculture took them to Europe, Asia, Australia, NZ, Iceland, USA, and Canada from coast to coast. Jack is remembered for his genuine interest in people”. Jack was an active IOIA member since 2000 and served on the IOIA BOD from 2002-2006 as Treasurer.

George Marcus Danner IV - June 3, 1942 - Jan. 24, 2021 “George Danner was a long-time friend who facilitated my inspection trip to Russia in 2003 with my daughter. We spent two weeks at an environmental science camp on Muraviovka Park. We taught Russian teens English and they taught us Russian (regrettably not too much stuck for many years)”, says Margaret Scoles. George was a graduate of U of WI-Madison in Dairy Science and had his own consulting business, Global AgriTech. He consulted in Somalia, Ukraine and the Russian Far East. He served on the board of the Friends of Muraviovka Park which is affiliated with the International Crane Foundation. George inspected for nine different agencies. More recently, he worked from home, doing reviews for the Montana Department of Agriculture. George enjoyed spending time with his grandchildren, baling hay, gardening and helping friends and neighbors. He is survived by his wife Nancy (57 years) four children, and ten grandchildren.



Ib Hagsten Ib Hagsten, PhD, IOIA accredited member, passed away suddenly on April 27. He would have been 78 in May. Executive Director Margaret Scoles shares: “Ib was diagnosed with terminal multiple myeloma in the summer of 2013 shortly after he turned 70. He was chair of the board at the time. He was given a prognosis of a year to live without treatment. He opted for all the treatments available, including alternative medicine and prayer. He got 8 more years. He was one of the toughest people I’ve ever known. He delivered the annual report in Costa Rica by Skype with a bald chemo head in 2014. He continued to work until he passed; remote inspections worked out well for him over the past year. He apprenticed many new inspectors and called it “paying forward”. Ib was an extraordinarily supportive and engaged chair. That support continued after he went off the board. He was a kind, selfless, service-oriented person of deep faith

who truly loved getting to know people. When I received the Leadership in Organics Award in Baltimore, he was there. I asked in advance if I could use his great line “when you see a frog on a fence post, you know he didn’t get there by himself...” In his first board meeting in 2011, he explained that his participation would be that of a partnership. His wife of 53 years, Patricia read his email messages and took his phone calls. She signed a confidentiality form and that was that. He always shared any recognition that he received with Patricia.” Ib began inspecting in 2005 and worked inspecting, consulting, speaking, and performing field evaluations for IOIA. He served on the board from 2011 until 2017- 6 years. Those listening to the Spring NOSB meeting heard his comment in support of IOIA’s vision of an accreditation program just days before he passed.

Stan Hildebrand Feb. 20, 1946 - Aug. 30, 2021 Stan was born and raised in the Mennonite country of Manitoba, Canada. He grew up with a strong sense of family and community. His early education was in a one room schoolhouse and doing all sorts of chores about the farm. He went to Bible college for two years which allowed him the opportunity to travel to Nigeria for a semester and that eye opening, cross cultural trip was perhaps the beginning of a lifelong quest to learn from, and delight in, meeting new people.

“I especially enjoy the fields, weeds and the critters. I am overcome with a sense of peace and right living. The energy feels wholesome and I often feel contemplative – even worshipful. I feel honored to have had this ride. The incredible beauty of the land, the nature spirits and the people I have shared this space & time with. Namaste.” ~ Stan

