

The Organic Food Council of Manitoba

Governance Handbook

April 2008



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The Organic Food Council of Manitoba Executive Committee Director Roles and Responsibilities (adapted from COG's Chapter Handbook)

Chair:

- Responsible for the general management and supervision of the affairs and operations of the Chapter
- Chairs the executive committee and presides over the AGM
- Primary spokesperson to the press and to other organizations and delegates others to do so as necessary
- Writes a quarterly membership update for The Canadian Organic Grower
- Maintains signing authority, along with one other executive committee director, as designated by the executive committee
- (Chapters are not legal entities on their own so often the National President needs to sign grant applications, et cetera; see financial section)

Treasurer:

- Opens and maintains chapter bank account
- Ensures that records of accounts and all financial receipts are maintained in appropriate manner
- Receives and deposits chapter member fee and donation allocations by COG National
- Receives and maintains copies of monthly cheque reconciliation from the COG National office
- Prepares and presents fiscal year end statements to the AGM for approval
- Acts as key contact for COG National bookkeeper
- Maintains signing authority, along with one other executive committee member as designated by the executive committee

Secretary:

- Ensures records of membership including private contact information are maintained in an appropriate manner in compliance with provincial and national privacy laws
- Receives monthly updates on chapter membership from COG National office
- Maintains updated lists of executive committee members, COG National committees and key contacts
- Attends chapter meetings including AGM. The Secretary or his/her designate records and distributes minutes and keeps copies of all executive committee or other meeting minutes or conference calls on file

Chapter Representative:

- Represents the Chapter within the region. There are currently five regions: Pacific/North, Prairie, Central, Quebec and East
- Chapter Representatives in each region elect a Regional Representative who has a reserved seat on the COG Board of Directors
- Brings regional issues and motions to chapter meetings for discussion
- Ensures annual financial report is submitted to COG National by Chapter treasurer
- Has the option of joining the COG list-serv and attending COG Board of Directors' meetings

Certification Representative:

- Is an active board member or staff of a Manitoba-based organic certification body
- Serves as a liaison between OFCM and Manitoba organic certification bodies
- Provides input and recommendations on OFCM activities from certification bodies' perspective
- Furthers OFCM's position as an inclusive organization in Manitoba by promoting OFCM throughout Manitoba's organic certification networks
- Attends the OFCM Annual General Meeting and regular seasonal meetings/conference calls.

Canadian Organic Growers Policies

The Canadian Organic Growers Policy and Procedure Handbook:

<http://www.cog.ca/documents/COGPoliciesProcedures2006.pdf>

The Canadian Organic Growers Chapter Handbook:

<http://www.cog.ca/documents/COGChapterHandbook2006.pdf>

The Canadian Organic Growers Fundraising Policy:

Canadian Organic Growers' Ethical Fundraising Guidelines

I) Financial Accountability Code

Canadian Organic Growers hereby adopts the Canadian Centre for Philanthropy's Ethical Fundraising & Financial Accountability Code as its policy. In so doing, members of the governing board commit to being responsible custodians of donated funds, to exercise due care concerning the governance of fundraising and financial reporting, and to ensure to the best of their ability that the organization adheres to the provisions of the Code. It is hereby confirmed that each member of the governing board has received a copy of the Ethical Fundraising & Financial Accountability Code and that a copy will also be provided to each person who is subsequently elected to the governing board."

It is proposed that a charity whose governing board adopts this Ethical Fundraising & Financial Accountability Code in its entirety be authorized by the Canadian Centre for Philanthropy for a period of two years from the date of adoption to state that it adheres to the Canadian Centre for Philanthropy's "Ethical Fundraising & Financial Accountability Code". Continued authorization beyond two years would require that the governing board re-adopt the Code.

This Ethical Fundraising & Financial Accountability Code complements the professional codes of ethics and standards of practice to which many fundraisers individually adhere (such as those of the National Society of Fund Raising Executives, the Association of Healthcare Philanthropy, the Canadian Association of Gift Planners, and other national, provincial or sectoral organizations).

There are some forms of revenue-raising for which official receipts are not issue for income tax purposes (such as charitable gaming, product sales, some events organized to benefit a charity, etc). These activities may involve additional ethical considerations that are not addressed in this Ethical Fundraising & Financial Accountability Code.

Donors or prospective donors who have questions or concerns about fundraising activities should contact the charity on whose behalf the funds are being solicited. Charities that adopt the Ethical Fundraising & Financial Accountability Code are committed to deal with such queries promptly and fairly. The Charities Division of Revenue Canada also provides information and receives complaints about registered charities at 1-800-267-2384.

A. Donors' Rights

1. All donors (individuals, corporations, and foundations) to Canadian Organic Growers are entitled to receive an official receipt for income tax purposes for the amount of the donation (the donation must comply with the rules of Canada Revenue Agency) above \$20.00. Donors of non-monetary eligible gifts (or gifts-in-kind) are entitled to receive an official receipt that reflects the fair market value of the gift. (Note: "Eligible gifts" are defined in Revenue Canada Interpretation Bulletin IT-110R2 or its successor. Some common gifts, such as donations of volunteer time, services, food, inventory from a business, etc. Are not eligible to receive official tax receipts.)
2. All fundraising solicitations by or on behalf of Canadian Organic Growers will disclose the charity's name and the purpose for which funds are requested. Printed solicitations (however transmitted) will also include its address or other contact information.
3. Donors and prospective donors are entitled to the following, promptly upon request:
 - the charity's most recent annual report and financial statements as approved by the governing board;
 - the charity's registration number (BN) as assigned by Revenue Canada;
 - any information contained in the public portion of the charity's most recent Charity Information Return (form T3010) as submitted to Revenue Canada;
 - a list of the names of the charity's governing board; and
 - a copy of this Ethical Fundraising & Financial Accountability Code.
4. Donors and prospective donors are entitled to know, upon request, whether an individual soliciting funds on behalf of the charity is a volunteer, an employee, or a hired solicitor.
5. Donors will be encouraged to seek independent advice if the charity has any reason to believe that a proposed gift might significantly affect the donor's financial position, taxable income, or relationship with other family members.
6. Donors' requests to remain anonymous will be respected.
7. The privacy of donors will be respected. Any donor records that are maintained by the charity will be kept confidential to the greatest extent possible. Donors have the right to see their own donor record, and to challenge its accuracy.
8. Canadian Organic Growers does not exchange, rent, or otherwise share its fundraising list with other organizations or businesses.
9. Donors and prospective donors will be treated with respect. Every effort will be made to honour their requests to
 - limit the frequency of solicitations;
 - not be solicited by telephone or other technology;

- receive printed material concerning the charity.
10. The charity will respond promptly to a complaint by a donor or prospective donor about any matter that is addressed in this Ethical Fundraising & Financial Accountability Code. A designated staff member or volunteer will attempt to satisfy the complainant's concerns in the first instance. A complainant who remains dissatisfied will be informed that he/she may appeal in writing to the charity's governing board or its designate, and will be advised in writing of the disposition of the appeal. A complainant who is still dissatisfied will be informed that he/she may notify the Canadian Centre for Philanthropy in writing.

B. Fundraising Practices

1. Fundraising solicitations on behalf of the charity will:
 - be truthful;
 - accurately describe the charity's activities and the intended use of donated funds; and
 - respect the dignity and privacy of those who benefit from the charity's activities.

2. Volunteers, employees and hired solicitors who solicit or receive funds on behalf of the charity shall:
 - adhere to the provisions of this Ethical Fundraising & Financial Accountability Code;
 - act with fairness, integrity, and in accordance with all applicable laws
 - adhere to the provisions of applicable professional codes of ethics, standards of practice, etc;
 - cease solicitation of a prospective donor who identifies the solicitation as harassment or undue pressure;
 - disclose immediately to the charity any actual or apparent conflict of interest; and
 - not accept donations for purposes that are inconsistent with the charity's objects or mission.

3. Paid fundraisers, whether staff or consultants, will be compensated by a salary, retainer or fee, and will not be paid finders' fees, commissions or other payments based on either the number of gifts received or the value of funds raised. Compensation policies for fundraisers, including performance-based compensation practices (such as salary increases or bonuses) will be consistent with the charity's policies and practices that apply to non-fundraising personnel.

4. Canadian Organic Growers does not sell, rent or exchange its donor list.

5. The charity's governing board will be informed at least annually of the number, type and disposition of complaints received from donors or prospective donors about matters that are addressed in this Ethical Fundraising & Financial Accountability Code.

C. Financial Accountability

1. The charity's financial affairs will be conducted in a responsible manner, consistent with the ethical obligations of stewardship and the legal requirements of provincial and federal regulators.
2. All donations will be used to support the charity's objects, as registered with Revenue Canada.
3. All restricted or designated donations will be used for the purposes for which they are given. If necessary due to program or organizational changes, alternative uses will be discussed where possible with the donor or the donor's legal designate. If no agreement can be reached with the donor or his/her legal designate about alternative uses for a restricted or designated donation, the charity will return the unexpended portion of the donation. If the donor is deceased or legally incompetent and the charity is unable to contact a legal designate, the donation will be used in a manner that is as consistent as possible with the donor's original intent.
4. Annual financial reports will:
 - be factual and accurate in all material respects;
 - disclose:
 - the total amount of fundraising revenues (receipted and non-receipted)¹
 - the total amount of fundraising expenses (including salaries and overhead costs)²
 - the total amount of donations that are receipted for income tax purposes (excluding bequests, endowed donations that cannot be expended for at least 10 years, and gifts for other charities)³
 - the total amount of expenditures on charitable activities (including gifts to other charities)⁴
 - identify government grants and contributions separately from other donations; and
 - be prepared in accordance with generally accepted accounting principles and standards established by the Canadian Institute of Chartered Accountants, in all material respects.
5. No more will be spent on administration and fundraising than is required to ensure effective management and resource development. In any event, the charity will meet or exceed Revenue Canada's requirement for expenditures on charitable activities. (In general, section 149.1 of the Income tax Act requires all charities to spend at least 80 percent of their receipted donations (excluding bequests, endowed donations that cannot be expended for at least 10 years, and gifts from other charities) on charitable activities; in

addition, charitable foundations are required every year to expend 4.5 percent of the value of their assets in support of charitable programs.)

6. The cost-effectiveness of the charity's fundraising program will be reviewed regularly by the governing board.

Notes:

1. Total of amounts from lines 100, 102 and 113 of T3010 (Revenue Canada's Registered Charity Information Return, 1998)
2. Amount from line 123 of T3010 (1998)
3. Amount from line 906 of T3010 (1998)
4. Total of amount from lines 120 and 121 of T3010 (1998)

II) Organizational Fundraising Guidelines

- Decisions to enter into a relationship with a prospective funder must not conflict with the values and objectives of Canadian Organic Growers [link to COG goals].
- Canadian Organic Growers will seek out funders with businesses and business practices that we believe share our values [link to COG goals].
- Canadian Organic Growers will develop screening practices to verify that businesses and organizations share our values in both words and actions.
- Canadian Organic Growers (national office and chapters) will **not** solicit funds (in the form of corporate sponsorships, grants or advertising revenue) from organizations or businesses that receive a significant percentage of their income (value to be determined by COG staff) from any of the following activities.
 - The petrochemical industry
 - The production or sale of synthetic fertilizers
 - The production or sale of synthetic pesticides (including insecticides, herbicides, pesticides, wood preservatives, etc.)
 - The production or sale of biotechnology products (genetically modified organisms, nanotechnology, etc.) that pose a potential threat to organic agriculture
- The COG board of directors will periodically review the DO NOT SOLICIT LIST.

Organic Food Council of Manitoba Policies

**Organic Food Council of Manitoba (OFCM)
Governance Policy
November 2007**

Preamble

The OFCM is a chapter of the Canadian Organic Growers (COG) which is an incorporated not for profit organization with by-laws to comply with. COG is also a registered charity. As a chapter of COG, the OFCM must comply with the COG bylaws and COG policy. The COG board of directors makes the legally binding decisions with which the OFCM must comply.

The Manitoba members of COG have the responsibility of choosing the directors of the OFCM executive committee that will represent them and to participate in important discussions and decision making processes.

Policy

This policy is based on COG requirements and decisions made by the OFCM executive committee to govern its operations.

1. The OFCM shall have an executive committee of not fewer than 3 nor more than 7 directors elected by the COG members in Manitoba.
2. The executive committee shall consist of a minimum of a chair, a treasurer, and a secretary.
3. One or more directors of the executive committee shall be responsible for taking and maintaining minutes of all meetings, maintaining membership records and representing the OFCM regarding COG related events and issues.
4. The treasurer shall be responsible for ensuring the maintenance of all financial records, for maintaining oversight of all financial activities, and for ensuring appropriate action is taken by the executive committee on potential financial conflict of interest situations.
5. The executive committee shall solicit funding and oversee the dispersal of funds.
6. Dispersal of funds will not be made unless there is compliance with the various OFCM written policies.
7. The executive directors shall be elected or reaffirmed at the Annual General Meeting (AGM) or by a mail-in and/or e-mail membership vote.
8. The executive committee may appoint a replacement for a departing director until the next AGM.
9. The executive committee may call special meetings or contact its membership as deemed necessary regarding special issues.
10. As a general principle, the executive committee shall make decisions based on consensus except in exceptional cases where the urgency of a matter does not allow time to develop a consensus. In such cases, a simple majority will be required to make a decision.
11. Similarly, an effort will be made to obtain consensus on issues requiring membership response, but if that is not possible, a simple majority vote will be required to pass any motion or to support decisions.

Adolf Andres
Treasurer

Janine Gibson
Chairperson

David Neufeld
Vice-Chair

Sharon Taylor
Secretary

**Organic Food Council of Manitoba (OFCM)
Conflict of Interest Policy
October 30, 2007**

New organizations such as the OFCM are initiated by people with vision, drive, wisdom and knowledge that few others possess. It is these people that make an organization strong and effective. The OFCM has found that financially compensating these innovators is an effective way to harness their enthusiasm and energy for the good of the organic movement. Since there are, at this time, a limited number of leaders in the organic agriculture movement in Manitoba, the OFCM has found it necessary at times to recompense directors for work done for the OFCM. The OFCM recognizes that there is the potential for conflict of interest in these cases. As such, the OFCM has developed this policy to further transparency and oversight - necessary conditions for minimizing the potential for conflict of interest.

Executive directors may be reimbursed for costs incurred on behalf of the OFCM. Specific costs that will be reimbursed upon receipt of an approved invoice and upon satisfying the conditions outlined below, are:

- Travel costs for board meetings, as approved by the executive committee;
- Costs incurred in chairing or participating on OFCM subcommittees or OFCM special events, as approved by the executive committee;
- Travel costs to conferences, workshops or other meetings for which a travel request has been approved by the executive committee;
- Other costs, including those related to promotion of the OFCM or fundraising activities, upon approval of a proposal submitted to the executive committee.

Directors may be paid for contract work where they have special knowledge, skills, or abilities that make them the best available candidates for doing the work. OFCM policies that must be adhered to by all contractors must also be adhered to by executive directors. The membership shall be informed of such impending contracts.

Directors may submit proposals and be awarded a contract where they are found to be the best candidates for the work. In such cases, the director will be replaced as soon as possible, but no later than the next annual general meeting.

Directors shall not participate in an executive committee vote regarding matters where they may benefit financially or otherwise.

The treasurer shall not receive remuneration of any type to ensure that he/she will be able to provide proper and impartial financial oversight.

Adolf Andres
Treasurer

Janine Gibson
Chair

David Neufeld
Vice Chair

Sharon Taylor
Secretary

Organic Food Council of Manitoba (OFCM)
Project Approval, Financial Oversight and Payment Policy
 April, 2008

A written proposal, travel request, or expense claim must be submitted to the Organic Food Council of Manitoba (OFCM) Executive Committee for approval prior to any payment being made. Travel Request Forms and Expense Claim Forms may be requested from the OFCM, and generally only require executive committee approval prior to payment. Prior to making payments, the OFCM will be provided with an invoice that outlines what the payment is for, how much, the date, any other pertinent details, as well as receipts, where appropriate.

A consultant or contractor that wishes to be funded by the OFCM for carrying out a particular project shall provide a proposal to the OFCM. In order to maintain some uniformity that will allow a more efficient and just review process by OFCM, all proposals shall contain the following minimum information:

- Project Title
- Date
- Name and contact information for the person or organization submitting the proposal
- Introduction and background
- Objective(s)
- Work plan and costs
- Results to be achieved
- Deliverables (not more than 4 or 5, depending on the size of the potential contract)
- Milestones that will be achieved or deliverables that will be supplied when interim payments are requested (includes interim payment amounts requested)
- Appendices as appropriate. As a minimum, an appendix will be included that outlines the consultant's/contractor's education, expertise, and past experience that makes her qualified to carry out the project in question.

Where a proposal has been prepared as part of a funding request, it can be used in part to satisfy the above requirements.

Proposals for larger sums of money will be more extensive and provide more details than those for smaller sums. Contractors should review our Proposal and Contract Guidelines to ensure the proposal meets OFCM requirements.

The OFCM requires a signed contract between OFCM and the contractor. Proposals will, upon executive committee approval, be appended to the contract. If components of the project will be subcontracted, all subcontracts will be overseen by the primary contractor. Subcontracts will also be appended to the project proposal. The contract/appended proposal will outline what will be done, how, when, costs, payments, and other relevant data. The contract will also specify what the contractor/consultant will deliver to the OFCM as well as milestones when payments will be made to the contractor (See Sample Contract Template).

Changes to the contract and/or subcontract(s) may be negotiated subject to acceptance by both/all parties. The contract shall also be renegotiated if the anticipated funding from the funding organization is not received. Payments are subject to the receipt of funds from the funding organization. Prior to making any payments, the OFCM will be provided with an invoice that outlines what the payment is for, how much, date, and any other pertinent details, along with milestones/deliverables and receipts, where appropriate (see Invoice Template). A 10% holdback on the total contract amount will not be released until all deliverables are received.

As a general rule, OFCM pays two to three times the Manitoba minimum wage at the time of signing the contract, depending on the contractor's experience, the complexity of the work, and the overall project responsibilities. OFCM pays \$0.35/km for mileage. Contractors should review our *Proposal and Contract Preparation Guidelines* for more information.

The OFCM Treasurer is the OFCM representative that will ensure compliance with this policy. The OFCM Treasurer will prepare and/or negotiate contracts, be provided with copies of milestones and/or deliverables, oversee contracts and compliance therewith, and make payments.

This policy has been approved by the OFCM executive committee and will be in effect commencing April, 2008. It replaces the policy of the same name but dated May 1, 2007, as well as the Proposal Preparation Policy dated April 2007. Amendments will be made from time to time to deal with unanticipated issues. All amendments approved by the executive committee will be dated and appended to this policy.

Adolf Andres
Treasurer

Janine Gibson
Chairperson

David Neufeld
Vice-Chair

Sharon Taylor
Secretary

Organic Food Council of Manitoba Guidelines and Templates

The Organic Food Council of Manitoba (OFCM)
Proposal and Contract Preparation Guidelines
 April 2008

Proposal Guidelines:

The OFCM accepts two distinct types of proposals. *Project-Based*, and *Coordinator-Based*.

Project-based proposals may include funding for a project coordinator, but generally have a distinct short to medium-term result, for example the development of a website, the publication of a newsletter, or work on a research study. Payment shall coincide with the project deliverables, which shall be the final result of the project, and/or *milestones*, which are components of the final result if more than one payment is requested.

Coordinator-based projects are generally longer-term initiatives that have a variety of objectives and results. Due to the longer term nature of coordinator-based projects, more payments are required, and tangible deliverables may be difficult to provide in some cases. Work is often more task-oriented, for example responding to public inquiries, tabling at public events, or presenting to diverse audiences. If tangible deliverables or the provision of a written report is not appropriate, a deliverable for payment for a coordinator-based project may be a completed *Report in Lieu of Deliverable Form* or a detailed invoice including a brief summary of activities for the time-period may be submitted.

In order to maintain some uniformity that will allow a more efficient and just review process by the OFCM, all proposals shall contain the following minimum information:

- **Project Title**
- **Date**
- **Name and contact information for the person or organization submitting the proposal**
- **Introduction and background:** Provide background on your organization (if applicable), as well as introduce and provide background on the project, for example research completed, need for the project, funding that has already been received, etc
- **Objective(s):** Provide the overarching goal(s) and/or objective(s) of the project
- **Work plan and costs:** The work plan should include project activities, completion date of each project activity, contractor/sub-contractor name or company name, and detailed budget for all project activities/expenses. This section may be combined for smaller projects or broken out into two tables: work plan and budget for larger projects. Quotes should be provided for expenses where appropriate (i.e. printing, equipment, and subcontracted professionals' wages)
- **Results to be achieved:** Results should be measurable/quantitative
- **Deliverables:** (Not more than 4 or 5, depending on the size of the potential contract). Deliverables should be project related materials, where applicable. Interim and/or final reports may also be considered deliverables, though OFCM doesn't recommend excessive reporting. If a tangible deliverable is not appropriate, a *Report in Lieu of Deliverable Form* may be completed or a detailed invoice including a brief summary of activities for the time-period may be submitted. OFCM reserves the right to request specific deliverables.
- **Milestones that will be achieved or deliverables that will be supplied when interim payments are requested (includes interim payment amounts requested):** Milestones should be components of deliverables if possible. Interim and/or final reports, a completed *Report in Lieu of Deliverable Form*, or a detailed invoice may also be considered.
- **Appendices as appropriate:** At minimum, an appendix will be included that outlines the contractor's education, expertise, and past experience that makes him/her qualified to carry

out the project in question. Please note that if a contractor has carried out work for the OFCM previously and appendices are already on file, it is not necessary to include the same appendices for subsequent proposals.

Proposals for larger sums of money will be more extensive and provide more details than those for smaller sums.

* If the project has been funded by an external funding organization, a project proposal directed at the funding organization may already exist. To eliminate duplication, please reference where required information can be found in the existing proposal, append any missing required information to the existing proposal, and ensure that the budget, work plan, results, and deliverables are updated if appropriate (if the amount of funding received is different than the amount requested in the original proposal, for example).

Contract Guidelines:

The OFCM requires a signed contract between OFCM and the primary contractor. If components of the project will be subcontracted, all subcontracts will be overseen by the primary contractor. The primary contract may be drafted by the OFCM or the primary contractor using OFCM's *Sample Contract Template*, while any subcontracts should be drafted by the primary contractor (using OFCM's *Sample Contract Template*). The OFCM reserves the right to approve and/or request revisions to the primary contract and/or subcontract(s).

The contract and subcontract(s) should contain the following wording details, at a minimum:

- The parties involved in the contract, i.e. OFCM and Contractor, or Contractor and Subcontractor (full names).
- The project proposal must be referenced as an integral part of the contract. All work will be carried out as per the project proposal.
- All sub-contracts will be overseen by the primary contractor, who will also ensure all funding requirements and reporting are met.
- Changes to the contract or subcontract may be negotiated subject to acceptance by both/all parties.
- Payments will be made by OFCM on receipt of milestones and/or deliverables, and on receipt of detailed invoices and receipts (where applicable).
- Payments to subcontractors can be made by the OFCM directly to subcontractors once invoices/receipts have been approved by the primary contractor.
- Payment is subject to the receipt of funds by the funding organization.
- The contract/subcontract(s) shall be renegotiated if the anticipated funding from the funding organization is not received.

The payment schedule should include the milestone/deliverable/expense, the date, and the amount of payment tied to the milestone/deliverable/expense. Milestones for project-based proposals should be component pieces of the final deliverable(s). If tangible components or written reports are not appropriate for coordinator-based project milestones, interim payments should be tied to a completed *Report in Lieu of Deliverable Form* or a detailed invoice that includes a summary of activities completed in the time-period. The OFCM reserves the right to request specific milestones and deliverables.

The primary contract should include material and other expenses as well as contractor and subcontractor payments. That is, the primary contract payment schedule details payments and dates for **all** project-related expenses, as the primary contractor is responsible for overseeing the

project budget. Payments for expenses such as office supplies, travel and incidentals, and telephone and internet costs may not be tied to a milestone/deliverable. The primary contractor should ensure the payment schedule releases funds allowing sufficient time for paying bills or making purchases as necessary.

Salary Guidelines and Mileage:

As a general rule, OFCM pays up to three times the Manitoba minimum wage depending on the contractor's experience, the complexity of the work, and the overall project responsibilities. OFCM pays \$0.35/km for mileage (unless otherwise specified by funder).

If the project is being funded by an external funding organization, the Project Coordinator and/or the OFCM executive committee will set specific guidelines for salary negotiation prior to releasing the project for tender. Candidates should submit proposals according to the OFCM's *Proposal and Contract Preparation Guidelines*, including an appropriate hourly wage or lump sum in their proposal budget. Salaries and/or compensation and mileage will be open for negotiation, and may be limited by the amount of funding received. If a candidate is approaching the OFCM for funding to write a proposal(s) for a particular project, candidates' proposals to the OFCM should conform to the *Proposal and Contract Preparation Guidelines* and include an hourly rate or lump sum for the writing of the funding proposal(s). *Note, candidates should ensure that funding proposal(s) written on behalf of the OFCM to independent funding organizations include time/compensation for writing the project proposal and work plan to OFCM following the receipt of project funding.

In general, the OFCM considers the following guidelines when negotiating salaries and compensation:

- Contractor experience in general and with the OFCM;
- Project-related education;
- The complexity of the project and the contractor's responsibilities;
- Available funds;
- The extent to which the work falls within OFCM mandates;
- The extent to which the salary is in line with current NGO guidelines.

Where project-specific compensation guidelines are required, these will be determined by the Project Coordinator and/or the OFCM executive committee and released with the project for tender.

When proposing salaries for subcontracted consultants, the primary contractor should follow the same above guidelines. Subcontracted professionals (Graphic Designers, Website Programmers) generally charge set wages, and contractors should provide quotes with the proposal.

Organic Food Council of Manitoba (OFCM)
Travel Request Form
May 1, 2007

Name of Traveller:

Date:

Purpose and date of travel (conference, workshop, etc.):

Expected contribution to the conference, workshop, etc. or benefit to the OFCM:

Reasons for more than one person attending:

Estimated cost breakdown:

Full or conditional approval given by EC and reasons:

Rejected by EC and reasons:

(Payment will be made upon approval of this travel request and on receipt of an invoice and supporting travel receipts where applicable)

Adolf Andres
Treasurer

Janine Gibson
Chair Person

David Neufeld
Vice-Chair

Sharon Taylor
Secretary

Organic Food Council of Manitoba (OFCM)
Request to OFCM for Expenses Incurred
January 2008

Date: _____

Conference, Meeting: _____

Kilometers Traveled: _____ x .35 = _____ Bus Fare or other transportation expense: _____

Honorarium Requested? Yes No

Other Expenses: _____

Name, Address and Phone #: _____

Signature: _____

Organic Food Council of Manitoba (OFCM)
Sample Contract Template
 April 2008

Contract Title
Date

This contract is between the Organic Food Council of Manitoba (OFCM) and ----- (contractor name) for carrying out the ----- (Project/Program) outlined in the attached proposal and work plan.

The attached proposal is an integral part of this contract. All work shall be carried out as per this proposal. Changes to this contract may be negotiated subject to acceptance by both parties. All subcontracts will be overseen by ----- (contractor name), who will also take responsibility for meeting funder reporting and other requirements, to ensure timely release of their funds.

Payments, subject to receipt of funds from the funder, will be made by the OFCM according to the schedule below and upon receipt of an invoice that outlines, among other things, contract title, invoice date, invoice number, work that was carried out and associated costs. Receipts will be provided with invoices, where applicable.

Payments can be made by the OFCM directly to subcontractors or others, after an invoice from the subcontractor or others has been approved by ----- (contractor name).

The total value of this contract is ----- (including GST). This contract shall be renegotiated if the anticipated funding of ----- from ----- is not received.

The deliverables and payment schedule are listed below:

 Adolf Andres
 OFCM Treasurer

 Date

 Contractor Name

 Date

The Organic Food Council of Manitoba (OFCM)**Report in Lieu of Deliverable**

Please complete the sections below and save this file as Report In Lieu of Deliverable_(your name)_(project title)_(report #).doc

Reporting Contractor/Subcontractor Name:

Project Title:

Project Coordinator/Primary Contractor:

Report Delivery Date:

Payment requested for the delivery of this report:

Invoice Number:

Please summarize the activity/activities completed for this report:

Activity 1:

Activity 2:

Activity 3:

Activity 4:

(add more activities if applicable)

How does the work described above contribute to the overall project objectives and/or deliverables?:

Have other materials been developed and/or delivered as a result of the work described above? (If yes, please describe):

Reporting period from-to:

Reporting Individual Signature

Project Coordinator/Primary Contractor Signature (if different than Reporting Individual)

