



# **POLICIES & PROCEDURES FOR THE MANITOBA ORGANIC ALLIANCE (MOA)**

Revised 14 Dec 2021

These policies are MOAs governing policies and procedures. MOA's policies and procedures provide information, direction and create consistency within the organization. Policies are the rules or standards that guide MOA's actions. Policies define what an organization does in specific situations and the procedure outlines how the organization carries out the policy by listing the steps that need to be followed. All governing documents are to be reviewed annually by board members. Both the by-laws and policies will be maintained on the MOA website. A Board Manual will be promulgated in the future.

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## **Section 1: Membership Fees**

### **1.1 Certified Organic Member - free**

Certified organic entities in Manitoba are automatically granted one full membership with one (1) vote in MOA.

### **1.2 Associate Member - \$50**

Any other person or entity that supports and upholds the purposes of MOA and pays the annual membership dues is entitled to one (1) vote.

### **1.3 Honourary Member- free**

The Board of Directors may appoint an individual deemed deserving to the rank of Honourary Member in recognition of service to the Corporation or to the organic community. Honourary Members hold all rights and privileges of membership in the Corporation but are non-voting Members in the Corporation.

## **Section 2: Board Self-Governing Policies**

### **2.1 Code of Conduct**

The MOA board is committed to the highest professional and legal standards; effective decision-making and, once a decision has been made, speaking with one voice.

### **Procedures**

Board members will:

- a. Keep member and community interests in mind when expressing a viewpoint;
- b. Endeavour to speak from one's knowledge and experience;
- c. Be actively engaged in MOA activities and act with integrity and transparency;
- d. Use the power of the office to carry out the duties of the office honestly, in good faith and in the best interests of the Association;
- e. Respect and support MOAs:
  - By-Laws;
  - Policies adopted and approved by the Board of Directors; and
  - Decisions taken by resolution of the membership
- f. Express oneself at board meetings (even if one's view differs from that of other board members) and encourage and make it comfortable for others to do so;
- g. Refrain from "politicking" outside of board meetings;
- h. On important issues, encourage consensus decisions as well as ones that seek collaborative rather than compromise solutions;

- i. Support majority decisions even if one's view is a minority one;
- j. Not disclose or discuss differences of opinion on the board outside of board meetings, especially with staff, volunteers or clients;
- k. Keep confidential all information that is learned about clients, personnel and any other matter specifically determined by the board to be matters of confidence including matters dealt with at in-camera meetings of the board. Confidentiality means Directors may not relate such matters to anyone including immediate family members. The duty of confidentiality continues indefinitely after a Director has left the board;
- l. Refrain from speaking for MOA unless authorized to do so; and
- m. Disclose one's involvement with other organizations, businesses or individuals where such a relationship might be viewed as a conflict of interest.

## **2.2 Complaint and Conflict Resolution**

MOA is committed to creating and maintaining an organization environment characterized by constructive, productive, and supportive working relationships. These relationships are open to contrasting styles of understanding and acting and differences of opinion. We recognize that human interactions are complex, often difficult, and that we all can contribute to their success and breakdown.

All persons involved with MOA have an obligation to communicate openly and respectfully with one another and to provide reasons for particular decisions or actions. When disagreements arise, greater understanding by all is needed. The presence of conflict, if dealt with effectively, offers an opportunity for individual and organizational learning including the identification of policies and practices which need to be improved.

Conflict situations should be addressed at the earliest possible opportunity as unresolved conflict can lead to a stressful, and in the worst cases, a poisoned environment.

In the event that any person or group is experiencing a MOA related conflict or has a complaint about the actions of another person, the following guidelines apply:

- a. Communicate directly with the person or persons whose actions are the cause of the complaint. People should reasonably expect to know if their behaviour or their decision is a problem for another person or group;
- b. If the circumstances are such that the person with a complaint is unable or unwilling to communicate directly with the persons or persons whose actions are caused of their complaint, either for fear of it going badly, or of reprisal, the help of others should be sought in resolving conflict;
- c. Complaints and conflicts that cannot be resolved by those directly involved will be dealt with by the Chair, and if not resolved at this level, or the Chair's actions are the cause of the problem, by the Board. The Chair of the Board may seek outside or independent assistance in resolving the conflict;
- d. Communication of the complaint or conflict shall first be made verbally. If this does not lead to a resolution that is satisfactory to the complainant, the nature of the complaint should be communicated in writing to the Chair. Such communication should be more than

one page and be descriptive in outlining the events that gave rise the complaint of conflict;

- e. Persons involved in helping resolve the conflict can play a facilitation or mediation role where the goal is to help the parties restore a positive working relationship in the future or a decision-making/arbitration role where they investigate what happened and make a determination of who is responsible for the situation and what the consequences for the parties should be. The choice of these two approaches should be offered to the parties. If a mediated approach fails to resolve the matter, an arbitrated approach can be undertaken;
- f. The parties will refrain from drawing others into the process as a way of garnering support or getting attention. This can escalate the problem and can be damaging to the organization;
- g. Complaints and conflicts shall be dealt with in a confidential manner. Meetings to resolve a complaint shall be open only to the parties and those attempting to resolve the complaint. The parties may have an advocate or supporter present. Meetings may be with the parties individually, together, or both. In the interest of openness, no minutes or written record of what is said in these meetings shall be recorded although, if the parties agree, the outcome of the meetings or a resulting agreement may be documented;
- h. Where the board is involved in a conflict resolution role, communication with it should be directly with the Chair and not the whole board. It is the Chair's duty to inform the entire board of the existence of the conflict but a committee of the board may be struck in order to help resolve the matter;
- i. The Chair of the Board has an obligation to act immediately in addressing a complaint if the physical and mental health and safety of any of the parties is perceived to be at risk. In doing so one of the parties may be granted a temporary leave of absence until the issue has been satisfactorily resolved or up to two weeks, whichever is shorter; and
- j. If threats to persons are made, or the Chair perceives a possible danger to a party or to other employees, including the possibility of one party being a danger to themselves, external professional assistance must be sought immediately.

## **2.3 Conflict of Interest**

The Conflict of Interest policy is designed to inform employees, volunteers and board members of MOA what constitutes a conflict of interest, assist in identifying and disclosing actual, potential, or perceived conflicts, and help the organization avoid such conflicts:

- a. Employees, volunteers and board members have a fiduciary duty to conduct themselves without conflict to the interests of MOA. In their capacity as employees, volunteers and board members, they must subordinate personal, individual business, third-party, and other interests to the welfare and best interests of MOA and should not allow their own private or personal interests to influence or appear to influence the objective exercise of their official duties;
- b. A conflict of interest is conduct, a transaction or relationship that presents or might conflict with an employee's, volunteer's and board member's obligations owed to MOA;
- c. All conflicts of interest are not necessarily prohibited or harmful to MOA. However, full disclosure of all actual and potential conflicts, and a determination by the disinterested

Board (or Executive Committee) members – with the interested employee, volunteer and board member recused from participating in debates and voting on the matter – are required;

- d. All actual and potential conflicts of interests shall be disclosed by employees, volunteers and board members to the Executive Committee whenever a conflict arises as soon as possible. Disinterested members of the Executive Committee shall make a determination as to whether a prohibited conflict exists and what subsequent action is appropriate (if any). The Executive Committee shall inform the Board of such determination and action. The Board shall retain the right to modify or reverse such determination and action, and shall retain the ultimate enforcement authority with respect to the interpretation and application of this policy; and
- e. The minutes shall contain: name of person(s) who disclosed or were found to have actual or possible conflict of interest, nature of the interest, names of persons present for discussions and votes taken relating to the transaction, discussion, or arrangement.

Conflicts of interest are unavoidable and should not prevent an individual from serving as a director or as staff member unless the extent of the interest is so significant that the potential for undue influence is present in a large number of situations.

## **2.4 Procedure for Handling a Conflict of Interest**

*Disclosure:* Members of the board and staff have a duty to disclose any personal, family, or business interests or other community involvements that may, in the eyes of another person, influence their judgment. Directors shall disclose conflicts of interest to the board and staff members to the Chair.

Board members are expected to disclose potential conflicts, if anticipated, prior to their nomination or election. Otherwise they are obliged to disclose them when the circumstances arise. They should be disclosed to the board chair and/or to the whole board.

The board itself may want to disclose specific director conflicts of interest to members, staff, funders and external stakeholders where that interest may, in their judgement, affect the reputation or credibility of the organization. Such disclosure may be made publicly not just in confidential communication.

*Determination of Conflict:* The board or executive director should assess the presence of a conflict of interest, or the perception of one, and determine what actions, if any, are appropriate to address the situation.

*Stepping Out:* Board members and staff have a duty to exempt themselves from participating in any discussion and voting on matters where they have, or may be perceived as having, a conflict of interest. Normally they are asked to step out.

Minutes of board or meetings should reflect when a board member steps out because of a conflict. Staff conflicts of interest should be disclosed to the board who will work together to manage.

## **2.6 Confidentiality Policy**

### **Policy Statement**

MOA collects personal information from volunteers, staff, clients, vendors and community members for a variety of purposes, and will only be collected for each stated purpose. Volunteers may interact with and become aware of personal information of others in relation to their work with MOA. This information is to remain confidential and must not be divulged externally unless it is deemed necessary for the volunteer's position. Certain information may need to be shared with staff when appropriate for and included in the role description. Breaches of confidential information are subject to disciplinary action up to and including immediate termination and/or removal.

## **Definitions**

"Confidential" means intended to be kept secret or kept in confidence to a specific individual.

"Personal Information" means any information relating to someone's person including, but not limited to: name, legal name, birthdate, home address, office address, phone number, e-mail address, emergency contact name & contact, medical records, health conditions, education and work experience.

"Due Diligence" means using common sense and appropriate reasoning to determine whether and how information is used and decisions are made.

## **2.7 Liability: Fiduciary Duty and Standard of Care**

### **Duty of Care of Directors and Officers**

Every Director and Officer of MOA, in exercising their powers and discharging their powers shall:

- a. Act honestly and in good faith with a view to the best interests of MOA; and
- b. Exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

### **Limitation of Liability**

Subject to the provisions of the Corporations Act, no director or officer shall be liable:

- a. for the acts, receipts, neglects or defaults of any other director or officer or employee;
- b. for joining in any receipt or other act of conformity;
- c. for any loss, damage or expense happening to MOA through the insufficiency or deficiency of title to any property acquired for or on behalf of the Society;
- d. for the insufficiency or deficiency of any security in or upon which any of the moneys of MOA shall be invested;
- e. for any loss or damage arising from the bankruptcy, insolvency or tortious acts of any person with whom any of the moneys, securities or effects of MOA shall be deposited;
- f. for any loss occasioned by any error of judgement or oversight in their part; and
- g. or for any other loss, damage or misfortune whatever which shall happen in the execution of the duties of their office in relation thereto,

UNLESS the same are occasioned by their own willful neglect or default; provided that nothing herein shall relieve any director or officer from the duty to act in accordance with the Corporations Act and the regulations thereunder or from liability from any breach thereof.

### **Indemnification**

Subject to the limitations contained in the Corporations Act, MOA shall indemnify a director or officer, a former director or officer, (or a person who undertakes or has undertaken any liability on behalf of MOA) and their heirs and legal representatives, against all costs, charges and expenses including an amount paid to settle an action or satisfy a judgment, reasonably incurred by them in respect of any civil, criminal or administrative action or proceeding to which they made a party by reason of being or having been a director or officer of the Society, if:

- a. they acted honestly and in good faith with a view to the best interest of MOA; and
- b. in the case of a criminal or administrative action or proceedings that is enforced by a monetary penalty, they had reasonable grounds for believing that their conduct was lawful.

No director shall be indemnified by MOA in respect to any liability, costs, charges or expenses that they sustained or incurred as a result of their own fraud, dishonesty, willful neglect or willful default.

### **2.7 Documentation Retention and Destruction**

All documents paper and electronic will be retained in perpetuity. Digital documents greater than 10 years in age may be maintained on a hard drive via a “cloud” service.

## **3.0 Annual General Meeting Policies**

### **3.1 Annual General Meeting Voting Protocol**

- a. New and renewed membership purchases close when the business meeting is called to order; and
- b. Only members at the commencement of the business meeting will be eligible to vote on policies and regulations presented to the AGM.

### **3.2 Director Elections**

- a. The Nomination Committee will present a recommended slate of candidates;
- b. Further nominations from the floor will be called for three (3) times during the course of the business meeting before the Chair requests a motion for nominations to cease;
- c. All candidates will be allowed approximately one (1) minute to address the meeting with a brief biography;
- d. At the beginning of the meeting, the chair/secretary will announce the number of voting members in attendance, number of proxies, what the number is for quorum and if reached, the amount needed to pass simple or special votes;



- e. At the time of voting (if required), a list of nominees will be supplied to the members in attendance and the full list of nominees will be displayed; and
- f. The candidate(s) receiving the highest number of votes will be deemed elected to the Board of Directors.

### **3.3 Voting/Scrutineer Guidelines**

- a. If there are more nominees presented than are required to provide a full slate of directors on the board, a secret ballot will be required to choose only the directors to fill the vacant seats;
- b. There will be a minimum of 2 scrutineers who are MOA members but not running for election on the board; and
- c. All ballots are to be destroyed after the election results have been confirmed.

## **Section 4: Human Resource Policy & Procedure:**

### **4.1 Sexual Harassment Policies**

MOA is committed to providing a work environment that is free of unlawful discrimination. In keeping with this objective, MOA maintains a strict policy prohibiting unlawful harassment, including harassment based on any of the following categories: race, color, religion, sex, pregnancy, disability, national origin, ethnicity or ancestry, age, or any other protected category.

In particular, sexual harassment is defined as any unwelcome conduct that would not have occurred but for the employee's gender, including but not limited to sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature that:

- 1. has been made either explicitly or implicitly as a term or condition of an individual's employment or
- 2. is used as a basis for employment decisions such as promotions and benefits affecting such individual and other offensive behavior directed toward an employee because of or on account of his or her gender, which substantially interferes with an individual's work performance or creates an intimidating, hostile, or offensive work environment.

In addition to sexual harassment, MOA also prohibits all forms of harassment on any basis prohibited by discrimination laws, such as race, religion, ethnicity, age, and disability. While it is not easy to define precisely what harassment is, it certainly includes slurs, epithets, threats, derogatory comments, unwelcome jokes, teasing, and other similar verbal, written, or physical conduct.

Any employee who believes they have been or is being harassed by a co-worker, supervisor, or member of MOA should immediately report the facts of the incident(s) and names of the individuals involved to his or her supervisor or, in the alternative, to the board chair. Employees who report harassment, in good faith, should not fear any reprisal. All employees should also immediately report any incidents of harassment they witness to the board chair.

After a report of harassment is received, an investigation by management or the board will be undertaken promptly. Any employee who has been found by MOA, after investigation, to have

harassed another employee in violation of this policy will be subject to discipline that may range from a written warning up to, and including, termination.

## **4.2 Disciplinary Courses of Action**

Employees of MOA are expected to conduct themselves in a professional and conscientious manner. These standards of conduct have been established to address situations in which performance, behavior, or attendance is unsatisfactory or inappropriate. The Board Chair will examine each disciplinary case individually, considering the facts, the nature and extent of the incident, and the past record of the employee, before taking corrective action.

A progressive counseling process, the concept of increased severity in counseling employees, has been developed and will be followed depending on the incident. This progressive counseling procedure is intended to help the employee change the unsatisfactory performance or inappropriate action or behavior and to succeed in the position — not to punish.

Under most circumstances, the progressive counseling will follow the steps outlined below. However, depending upon the frequency and/or severity of the situation, certain infractions may warrant bypassing any one or all of the progressive steps outlined in this policy. Critical situations may require immediate termination. Unsatisfactory performance during the probationary period may also result in immediate termination.

MOA reserves the right to terminate an employee at any time for unsatisfactory performance or inappropriate actions or behavior. Prior notification, or utilization of the progressive discipline procedures below, is not a prerequisite for termination or other disciplinary action.

### **4.2.1 Verbal Warning Counseling**

For first-time violations of rules that are not of a serious nature, the board chair will discuss with the employee the violation of the policy or the unacceptable performance, ensure that the employee understands the policy or performance standard, and obtain the employee's commitment to compliance with the policy or improved performance. This verbal discussion should be documented by the board chair on an "Employee Conference Memorandum" including the date, content of the notice, and the employee's response and commitment. These notices should be retained as part of the employee's personnel file.

Examples of types of misconduct that may result in the employee receiving a verbal warning counsel from the board chair include, but are not limited to, the following:

- Unsatisfactory performance, including failure to follow supervisory instructions
- Distracting other employees or causing general confusion
- Smoking in unauthorized areas
- Unsafe or improper use of equipment after being instructed on the proper care and use of equipment
- Performing outside work that interferes with the duties of the employee's work at MOA
- Excessive tardiness
- Failure to adhere to dress code

- Unauthorized use of electronic equipment or information (e.g., e-mail, electronic data, etc.)

A reoccurrence of these types of misconduct may result in a written counseling and could result in termination.

#### **4.2.2. Written Warning Counseling**

When informal counseling has not been successful in achieving necessary performance improvement or policy compliance in identified areas of concern, the board chair will meet with the employee and discuss the violation or performance issue. The board chair will complete an *“Employee Conference Memorandum.”* The documentation on this conference memorandum must be specific, including the policy violations(s), references to any verbal discussions, and a statement of performance problem(s) or inappropriate action(s). It must also establish actions that the employee must take to correct the situation, clear expectation for improvement, type of action being taken, consequences of continued improper action, a specific date for a follow-up conference, and a statement reaffirming the employee’s commitment to corrective action. The *“Employee Conference Memorandum”* will be filed in the employee’s personnel file.

Examples of types of misconduct that may result in the employee receiving a written warning counsel from the board chair include, but are not limited to, the following:

- Failure to notify supervisor of absence from work within required time frames
- Discourteous treatment of visitors, members, or fellow employees
- Performance not meeting expectations
- Loud, boisterous, or inappropriate behavior
- Unauthorized solicitation, vending, or collecting contributions
- Excessive absenteeism
- Unauthorized use of electronic equipment or information (e.g., e-mail, electronic data, etc.)
- Disclosure of proprietary or confidential information about employees, clients, or the organization

#### **4.2.3. Opportunity to Improve**

An employee may be given a final opportunity to improve for a specified time (maximum of 90 days) in a final effort to correct inappropriate behavior or unsatisfactory performance. The employee’s performance/conduct should be monitored during the period to assess performance and determine if further action is necessary. The employee may be terminated at any time during this period if the unsatisfactory performance or inappropriate action continues. The board chair will ask the employee to sign a statement that includes the following:

- Acknowledgment of the violated policy or unsatisfactory performance
- Reaffirmation of the employee’s commitment to improve or comply
- Acknowledgment that another similar violation will indicate the employee’s lack of desire to remain employed by the organization and the employee’s voluntary termination

This opportunity to improve should be documented on an *“Employee Conference Memorandum.”*

#### **4.2.4. Termination**

When an employee’s unsatisfactory performance or inappropriate behavior continues after warnings given through the progressive correction system, termination will result. The Board

Chair terminates the employee's employment with MOA following the termination policy. In the case of serious violations of policy, unsatisfactory performance, and/or misconduct, the progressive counseling process will not be used and termination will be immediate.

Examples of violations that may be reasons for immediate termination include, but are not limited to, the following:

- Release of confidential organization, member, or employee information
- Abandonment of assigned duties (walks off job or fails to report to work according to absenteeism policy)
- Harassment of any type of an MOA member or employee
- Possession of a deadly weapon while on MOA property
- Threatening other individuals while on MOA property
- Fighting while on MOA property
- Fraud or theft of employee or MOA property
- Reporting to work under the influence of alcohol or drugs
- Falsification of MOA records
- Falsification of one's own or another employee's time record
- Insubordination (in the form of direct refusal to obey the instruction of the employee's supervisor or the chief executive)
- Conviction of a felony or violation of law that reflects in a negative manner upon the employee's suitability for continued employment
- Abuse, destruction, or waste of MOA property
- Unauthorized use of electronic equipment or information (e.g., e-mail, electronic data, etc.)

#### **4.2.5. Administrative Leave**

Incidents involving an employee may arise that call for further investigation. In these instances, the board chair should be notified, and they may place the employee on paid administrative leave not to exceed [five] days. Administrative leave allows the board chair time to conduct an appropriate investigation that may include, but is not limited to, talking with members or witnesses to the incident. Upon completion of the investigation, the employee will either be reinstated, continue on administrative leave without pay indefinitely or for a specified number of days, or be terminated.

#### **4.3 Hiring Procedure**

The HR committee has the authority to hire without consulting the entire MOA board of directors only after the need has been determined and the salary/wage of the position has been determined by the finance committee or the entire board of directors. The need to hire will be determined by staff and the board of directors and the HR committee will be tasked with:

- Preparing/reviewing contracts with detailed deliverables, proposed salary/wage
- Preparing a job description for posting online (Indeed, Manitoba local job shop, other relevant sites)
- Based on detailed deliverables determine qualities and qualifications required for position
- Scheduling and performing interviews

- Candidates will be rated by how well they fit the required qualities and qualifications

A matrix with weights assigned to each metric is used to rate candidates. How each quality/qualification is weighted will change for each position, for example interpersonal skills would be weighted more heavily for a public facing position, and professional designations will be critical for hiring specialists like agronomists.

#### **4.4 Human Resources Annual Reports**

The HR committee and Senior Staff will produce an annual report detailing staff performance and hiring activities performed throughout the year. The goal of this report is to inform future hiring processes of success/failures in the past. Annual reports will be made available to the board of directors at a regular board meeting and stored in the HR files.

### **Section 5: Committees**

#### **5.1 Committee Membership**

The Board will create committees as required in addition to the standing committees outlined in the Bylaws. All board members will sit on one committee as a minimum. Committees may consist of MOA members and not solely Directors. Each committee will have a minimum of three participants.

#### **5.2 MOA Committees**

In addition to the committees outlined in the Bylaws there will be committees for Human Resources, Fundraising, Event Planning.

### **Section 6: Financial Policies and Procedures**

- a. There will be a minimum of two and up to four authorized officers to sign all cheques;
- b. The Board will be briefed by the Treasurer regularly of the financials. As a minimum, this report should indicate the current cash positions of MOA, and the inflows and outflows for the reporting period and any outstanding expenses or receipts. The Treasurer shall provide copies of the report to all board members and it is the duty of the directors to ensure that they review and understand the financial reports provided;
- c. The Board will be kept informed by the Treasurer regularly regarding the filing of all tax returns. The Treasurer shall disclose details payment of tax liabilities and deposits of tax refunds;
- d. The financial books or records of MOA are the property of MOA and not the treasurer. They should be opened for examination at any reasonable time by the directors. Membership will be briefed on finances at the AGM yearly;
- e. Spending authority for the signing officers is normally provided in the annual budget of MOA. The Board delegates' authority to the signing officers for day to day purchases outlined in the budget. Expenditures not included in the budget should be approved by motion at a meeting of the board;

- f. Financial statements shall be examined by an independent and qualified person once a year. These external accountants shall be appointed at the AGM yearly. These financial statements will be in the form of Notice To Reader. Notice To Reader provide no opinion on the accuracy of the finances of the association;
- g. If circumstances prescribe the necessity of Review or Audited financial statements, for example to satisfy the conditions of bank funding or Government grants, The Directors have the authority to upgrade the financial statements to Review or Audited financial statements. Review financial statements would provide the readers with limited assurance that the financial statements conform to generally accepted accounting practices. Audited financial statements would provide readers with a credible opinion about the accuracy of the financial statements and the degree to which the financial statements comply with generally accepted accounting practices. Furthermore, the Auditors would notify the MOA membership regarding concerns about the financial practices of the organization;
- h. The annual Income Tax shall be prepared and filed by external accountants, to avail of their expertise with these matters, whereas the annual GST Return may be prepared and filed by either the external accountant or MOA bookkeeper; and
- i. Financial records shall be maintained for a minimum of seven years in either paper or cloud based format.

## **Section 7: Sponsorship**

MOA solicits donations and accepts gifts from individuals and entities whose practices, policies and operations are deemed acceptable and in accordance with MOA's values and mission. Sponsorship is used to support MOA events, programs and services. Sponsorship agreements may vary by sponsor according to the following rates:

### **Platinum (\$5,000 or more)**

- banner ad in monthly MOA e-newsletter for 1 year (value \$3,000)
- button ad on MOA website for 1 year (value \$3,000)
- logo on all MOA promotional materials for 1 year
- verbal recognition at all MOA events and podcasts for 1 year (value \$2,500)
- logo on event slides and podcast webpage for 1 year (value \$2,500)

### **Gold (\$2,500)**

- banner ad in monthly MOA e-newsletter for 1 year (value \$3,000)
- button ad MOA website for 1 year (value \$3,000)
- logo on all MOA promotional and podcast materials for 1 year
- verbal recognition at all MOA events OR all podcasts for 1 year (value \$2,500)
- logo on event slides at one MOA event or one podcast (value \$1,000)

**Silver (\$1,000)**

- banner ad in monthly MOA e-newsletter for 6 months (value \$1,500)
- button ad MOA website for 6 months (value \$1,500)
- verbal recognition at one MOA event OR one podcast page
- logo on event slides at one MOA event or one podcast (value \$1,000)

**Bronze (\$500)**

- banner ad in one newsletter OR
- button ad on MOA website for 1 month OR
- ten second promotion on one podcast OR
- verbal recognition at 1 event.

Note: In-kind sponsorship refers to sponsorship received in the form of goods and/or services rather than cash.