



Agriculture et
Agroalimentaire Canada

Agriculture and
Agri-Food Canada

Agriculture, Pêcheries
et Alimentation
Québec 

STANDING OFFER OF SERVICES

OF THE

CANADIAN FARM BUSINESS ADVISORY SERVICES

MINISTÈRE DE L'AGRICULTURE, DES PÊCHERIES ET DE

L'ALIMENTATION DU QUÉBEC

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INTRODUCTION

Agriculture and Agri-Food Canada, in collaboration with the provinces, has developed a program for Canadian farm businesses to support them in the evaluation and development of their businesses. This Canadian Farm Business Advisory Services (CFBAS) program aims to provide producers with a range of consulting services that will help them develop business plans and meet their business objectives. These services were developed under the Renewal element of the Agricultural Policy Framework.

In Quebec, this program shall be administered by the ministère de l'Agriculture, des Pêcheries et de l'Alimentation du Québec (MAPAQ) or its agent.

MAPAQ is seeking candidates for the delivery of consultant services under this program. This information will help all interested consultants learn about the framework and procedures for offering their services.

PART 1

THE CFBAS

The Canadian Farm Business Advisory Services program consists of the following:

1. **Initial consultation**

To define a producer's needs and determine the services that may be useful to him/her, a program officer will discuss the various options available with the producer, either by telephone or in person. This first stage is free to the producer. The program officer will guide the producer toward the most appropriate service(s) and provide a choice of consultants who are qualified to provide these services.

2. **Farm Business Assessment**

This component of the program will provide eligible producers with up to five days of consultation services. There are two parts to this service:

- **Business assessment:** Over a period of up to three (3) days, a consultant will assess the business. The consultant will review past records and the current situation, discuss the producer's goals and objectives, and help the producer define the options available to meet those objectives. At the end of the three (3) days, the consultant will submit a business profile to the producer, a statement of assets and liabilities, a farm business ratio analysis, a revenue and expenses statement for the previous two fiscal years, and other information related to the farm business.
- **Action plan:** Producers will have access to two (2) days of consultation services to help them assess their options for increasing farm profitability and establish an action plan. This service will help them review the various options available under the Agricultural Policy Framework.

The cost of these five (5) days of services is \$2,500, of which \$2,400 is funded under the program and \$100 is paid by the producer.

3. **Follow-up**

After using these services, producers may ask a consultant for a follow-up to discuss how they are progressing in relation to the plan they developed. Producers will not have to pay for this service. The program will pay \$500 for one day. This service may be provided for up to three (3) days (\$1,500) for beginning producers.

4. **Limits on the use of the program**

Producers may use these services once in the five-year period of the program, which ends March 31, 2008.

PART 2

TERMS AND CONDITIONS

The program officer shall provide the producer with a list of consultants with standing offers and a brief description of their qualifications and other relevant information required during the certification. The client must choose a consultant from this list.

Clients who choose someone who is not in close proximity to their farming operations shall be responsible for any additional costs incurred by the consultant in providing the service in excess of the amount provided under the program.

Once a consultant is chosen, the program officer shall award a call-up specifying the services to be provided and the terms and conditions.

The CFBAS office shall pay the consultant a per diem of \$400 for the first day worked and an additional \$500 for the following four days, as well as \$500 per day for follow-up under the Farm Business Assessment element. This amount includes professional fees and travel costs.

The program shall pay \$2,400 for a consultant whose business is based within a 100 km (200 km round trip) radius of the producer's address. In the event that no consultant is available within this radius and that the one selected is more than 100 km from the farm operation, the program shall pay the additional costs incurred.

The consultant, on the first visit to the client, shall be required to collect \$100 from the client.

PART 3

GENERAL INFORMATION

In order to be eligible to offer services under the CFBAS, consultants must first be certified. Once certified, MAPAQ shall ask them to sign a standing offer of services (*Offre permanente de service*), which shall make them eligible for call-ups (*Offres subséquentes*).

1. Requirements

Consultants must meet the following requirements to be eligible to offer their services under the CFBAS:

- Be a member of the Ordre des agronomes du Québec;
- Hold a bachelor's degree in agri-food economics and management or agronomy or the equivalent;
- Have two years' experience in farm financial assessment and in the elaboration of development plans for farms.

2. Statement of work

The tasks to be performed are described in Annex A.

3. Payment

Consultants who fulfil all their obligations in a satisfactory manner shall be paid for call-ups as specified in Annex B.

Consultants working for a company must so indicate in their application form and identify their employer. Consultants and their employers must comply with section 54 of the code of ethics of the Ordre des agronomes du Québec in relation to the collection of fees.*

* Agronomists shall ensure that the collection of fees or billing is clearly done for and in their own names, whether they are representing themselves or a third party. However, an agronomist hired by a third party may authorize the latter to claim payment from the client directly for any fees, expenses or costs related to the professional services, based on an agreement between the client, employer and agronomist, as long as the name of the agronomist responsible for providing the services is clearly marked on the invoices.

4. Applicant evaluation

An evaluation committee comprising representatives of MAPAQ and AAFC will evaluate the applicants in accordance with the procedure and evaluation criteria set out in Annex C. The successful candidates will be asked to sign a standing offer of services and their names will be added to a list which will be used by producers who participate in the program.

The evaluation committee reserves the right to seek clarification or verify the information submitted by the candidate or to contact one or more clients or persons provided as references.

PART 4

INSTRUCTIONS FOR THE SUBMISSION OF OFFERS

1. **Registration**

Consultants who are interested in providing services under the CFBAS shall fill out the registration form entitled *Standing Offer of Service* (Annex D) and forward it with all the required documents in three copies to the following address:

Consultant Registration
To the care of Cathy Savard
Canadian Farm Business Advisory Services
Quebec Department of Agriculture, Fisheries and Food
Coordination and regional support branch
200 Sainte-Foy Road, 9th Floor
Québec, Quebec G1R 4X6

Attention

Offers of service and documents must be sent by mail. Offers sent by fax or e-mail will not be considered.

2. **Requests for information**

Requests for information on this matter should be addressed to Mrs. Cathy Savard at the above address, or at
cathy.savard@mapaq.gouv.qc.ca
Telephone: 1 (418) 380-2100, extension 3255
Facsimile: 1 (418) 380-2161

3. **Documents required**

Proposals must include the following documents:

- proof of membership in the Ordre des agronomes du Québec;
- proof of studies;
- copy of at least two reports in which the candidate participated;
- two client references.*

* To protect confidentiality, client names must not be linked to the reports provided.

ANNEX A

STATEMENT OF WORK

- (1) Any consultant selected by a client shall personally complete all of the work associated with a Farm Business Assessment (FBA), which includes the Farm Financial Assessment (FFA) and Action Plan (AP), as described in this Statement of Work and detailed in the contractor's guide (Appendix 1 to Annex A) and as requested by the program officer.
- (2) If any consultant chosen by the client works for a firm (for instance a farm management group), the firm's name and the consultant's name shall both appear on the call-up against the Standing Offer.
- (3) The consultant shall be required to meet with individual farmers on a when and as required basis over the period of the contract. At the request of the program officer, the consultant's work shall include, but is not limited to, gathering information relevant to the farm's operation and its financial situation. This information will be used to complete an FBA, which includes an FFA and an AP, or to complete an FFA or an AP, as determined by the program officer.
 - 3.1 The consultant shall be required to provide a written report which summarizes the work done on the FBA. The contents of the written report for the FBA are defined in 3.2.6 for the FFA and 3.3.2 for the AP. In the event that a written report is required for only one part of the FBA, that information can be found in the corresponding sections in either 3.2.6 or 3.3.2.
 - 3.2 Farm Financial Assessment (FFA) — Refer to Appendix 1 of Annex A for details. Each FFA undertaken by the consultant shall comprise the following elements or those determined by the program officer:
 - 3.2.1 A review of any information that may be provided by the program officer.
 - 3.2.2 There shall be a minimum one-day farm visit for data collection and preparation of the information required. An on-site inspection shall be made of the farming operation and financial situation, including but not limited to, production systems, farm and other assets, supplier arrangements and payables, creditor arrangements, marketing arrangements, strengths and weaknesses in the farm business and the producer's goals and objectives.
 - 3.2.3 Prior to beginning work on the farm financial statement, the consultant shall obtain income tax returns for a minimum of two years from the producer, along with any other relevant financial statements*.

* Some beginning producer applicants may not be able to provide income tax records.

3.2.4 The consultant shall review the production records, marketing arrangements and the general operation of the farm. The consultant shall provide input to the producer regarding the current value of the farm assets and complete the following financial statements:

- (a) opening balance sheet;
- (b) revenue and expense statements for the past two years*;
- (c) business ratio analysis;
- (d) current (and any other required) year revenue and expense statement(s);
- (e) current (and any other required) year monthly or quarterly cash flow statement(s);
- (f) current (and any other required) year accrued revenue and expense statements.

* These requirements may be optional for beginning producers.

3.2.5 The consultant and producer shall discuss the farm operation's objectives and identify any possible options or conclusion that could be further explored in an Action Plan.

3.2.6 The consultant shall prepare a written report, which shall include the following information, on each individual farm financial assessment:

- (a) an executive summary;
- (b) a business profile;
- (c) the type and size of operation;
- (d) the financial situation;
- (e) marketing strategies;
- (f) analyses of farm business ratios;
- (g) the procedure for setting objectives;
- (h) investment information;
- (i) summary: assessment of profitability/viability of the operation, goals and next steps.

3.3 Action Plan (AP) — Refer to Appendix 1 of Annex A for details.

Where the program officer so requests, the consultant shall be required to develop the AP. The FFA, or a similar analysis, is a prerequisite to the preparation of an AP. The AP shall include the following:

3.3.1 A financial plan utilizing the data collected during the Farm Financial Assessment or provided by the producer (see note on FFA or Analysis provided by the producer), to identify and explore the options for change being considered by the producer and report on the following:

- (a) a projected revenue and expense statement for a two-year period, or statements for two 12-month periods;
- (b) balance sheets for the same two 12-month periods.

3.3.2 The consultant shall prepare a report for the producer which shall include the following:

- (a) a financial plan;
- (b) making applicant aware of the impact of the following on the farm operation:
 - human resources strategy;
 - risk management strategy;
 - environmental farm strategy;
 - food safety and quality strategy;
 - marketing/value added/international strategy;
 - science and innovation strategy;
- (c) additional options discussed with the producer;
- (d) steps to complete the proposed change.

Note: FFA or Analysis provided by the producer: If an acceptable FFA or similar analysis is provided by the producer and approved by the program officer, based on established CFBAS criteria, the selected consultant will be required to use the FFA or analysis provided to prepare the action plan. The consultant will be required to note in the written report and executive summary that the FFA or analysis used to prepare the AP was provided by the producer.

- (4) The program officer shall indicate to the consultant the total cost and time allocated for each FBA on a call-up form prior to the consultant undertaking an FBA.
- (5) If the program officer requests, the consultant may be required to provide up to one day of follow-up in relation to an FBA. If the client is a beginning producer, the consultant may be required to provide up to three days of follow-up. Please refer to Appendix 1 of Annex A for details on the follow-up requirements.
- (6) The consultant shall be required to attend any orientation meetings or training sessions deemed necessary by the CFBAS official in charge.

- (7) Any change in a call-up requested by the consultant must be renegotiated with the program officer and, if approved, the adjustment shall be made and a new call-up issued.
- (8) The consultant shall report any financial or other information in a computerized format using spreadsheets and templates approved by the program officer. Approved software programs include:
 - o Horizon reports;
 - o Quebec's Budgetel;
 - o Quebec's Agri-Budget;
 - o AgExpert;
 - o Ontario's B.E.A.R. plus 2000;
 - o Manitoba Agricultural Plan;
 - o Alberta's ABA – CFBAS Version 2.0.

Any consultant wishing to use another software program shall obtain prior approval from the program officer.

- (9) At all times the consultant shall be required to have, in good working order, computer hardware and software and a facsimile machine to meet the requirements of this work. The minimum requirement for computer hardware and software is a Windows 98 operating system, modem connection, Internet connections and financial software capability based on Excel 97 spreadsheet software or capability to run another software platform. This requirement may change throughout the life of this contract, and the consultant shall be required to acquire new hardware and software to meet the requirements resulting from the change(s).
- (10) The consultant shall declare any conflict of interest or potential conflict of interest to the program officer.
- (11) The consultant shall not create a conflict of interest while working with a producer under the CFBAS.
- (12) The consultant shall have a subscription to the economic references of the Centre de référence en agriculture et agroalimentaire du Québec (CRAAQ).

APPENDIX 1 TO ANNEX A

DETAILED EXPLANATION OF CONSULTANT'S REQUIREMENTS

Deliverables for the Farm Business Assessment (FBA), comprised of the Farm Financial Assessment (FFA) and Action Plan (AP)

For the purposes of clarity, under the CFBAS, the producer has the following options:

1. an FBA, including an FFA and an Action Plan, with a maximum of five days consultation;
2. an FFA, with maximum of three days consultation;
3. an Action Plan, with a maximum of two days consultation.

The final reports on each of the above shall include an executive summary and supporting documents.

Farm Financial Assessment (FFA) (3 days)

There shall be a minimum one-day farm visit for data collection and preparation of the information required, as outlined in this manual.

The objective for the first three days is to collect financial information, evaluate past income and expenses for the past two years (if ongoing operation) and prepare balance sheets. In this process, the consultant shall identify strengths and weaknesses in the farm business, discuss the producer's objectives and present options to improve the operation's profitability.

The following information shall be included in the consultant's final report.

Farm Financial Assessment Report

The consultant shall prepare a report for the producer on each FFA, which shall include the following:

(a) Executive summary

The summary highlights the topics that are specifically related to the farm operation, the current situation and recommendations or options.

(b) Business profile

The business profile shall include information on the following:

- Ownership structure

Indicates the type of business (corporation, partnership, sole proprietorship), the individuals involved and their role or participation, any changes in the structure since its creation and their impact on the business.

- Business history

Indicates the number of years in business and, for established businesses, any major events such as new crops, diversification initiatives, expansion, new facilities, consolidation, new partners or family members.

- Description of operations

Includes the location and size of acreage of each operation, including a description of buildings and other facilities.

- Human resources

Provides an overview of current human resources, including the number of employees and, if applicable, their names, functions and type of employment (full-time, part-time, or seasonal). Also indicates any professional help used for the business, including names and services provided.

(c) Type and size of business

Description of the type of business (dairy, grains and oilseed, grains and livestock, farrow-to-finish or weaning hogs, poultry, fruit, quota holdings, etc.)

Size of the business (total acres cultivated and size of herd).

(d) Financial situation

Current year (financial performance to date and year-end projections, assuming that the farm operation continues at its current level) and review of cash flows for the past two years to the end of each year.

Consolidated statement of assets (market value) and liabilities.

Financial statements for the past two fiscal years *, or, if unavailable, CCRA Form T2042 or T1 or NISA Statement A.

* May be optional for beginning producers. (Some beginning producers may not be able to provide historical data.)

(e) Marketing strategies

Overview of any marketing strategies and techniques currently used by the business, description of the 5 Ps of marketing (product, price, place, promotion, people) and fundamental marketing characteristics of the industry(ies) the business is in.

(f) Farm business ratio analysis

Financial information shall include the following:

Financial summary *

- Net worth
- Net income
- Gross margin
- Return to management

* May be optional for beginning producers. (Some beginning producers may not be able to provide historical data.)

Farm business ratios (mandatory and optional)

The six following ratios are mandatory:

- liquidity ratios
 - current ratio
 - debt structure ratio
 - working capital ratio
- solvency ratios
 - debt to equity ratio
 - equity ratio
- debt service capacity
 - debt service ratio

The following ratios are optional:

- financial ratios
 - variable cost margin (overall and per product, \$ and %)
 - variable cost
- profitability ratios
- return to investment
- return to equity
- other ratios
 - capital turnover ratio
 - equipment ratio
 - Kohl's Ratio

The consultant shall explain to the producer the meaning of the ratios and provide comments in the description of the situation.

(g) Setting objectives

The consultant shall discuss the producer's objectives and determine the possible options or conclusions that could be analyzed further in the Action Plan.

Business objectives

- Where is the business going?
- Major objectives for the current fiscal year in terms of financial and other business objectives. What do you wish to accomplish?
- Where do you want your business to be next year? In two or three years? In five years?

Personal and family objectives

- What kind of lifestyle do you want?
- What are your needs for the future? (recreation, education, retirement)

(h) Investment information

- Capital investment: Indicate major capital purchases foreseen for the current fiscal year and purchases planned for the next five fiscal years.
- Indicate assumptions and describe the status quo on which financial and production projections are based.
- Tax management strategies: Summarize the tax management strategies that are being used or planned.

(i) Summary: Assessment of profitability, viability, goals and next steps:

- Assessment of the operation's viability, determination of whether the operation is capable, in its current form, of undertaking new options;
- Discussion of potential options: summarize all options with a one-paragraph description for each one that was discussed with the producer during the initial three-day assessment;
- Next steps.

The consultant must ensure that the producer signs the final document.

Action Plan

The producer and consultant shall meet face to face at least once to prepare the information required as outlined below. The Action Plan report shall include a summary and the deliverables outlined below.

If the producer provides a financial analysis in a similar format to the CFBAS-approved FFA, the provincial or CFBAS program officer shall review the information provided to ensure that it meets the following criteria:

- the information must not be over one year old or older than one business cycle;
- the information must be available on an electronic database on software approved by the CFBAS Software Committee and must include financial ratio analyses and a two-year review of income and expense statements and balance sheets;
- the information must include the producer's business and personal objectives, and provide a business profile as indicated in (b), (e) and (f) in section of Farm Financial Assessment Report.

The above information is required to discuss options and develop the Action Plan. After the program officer has reviewed and accepted the financial analysis provided by the producer, the file is handed over to the consultant chosen by the producer.

Assessment of alternative options and discussion

The preferred option that the producer chooses based on the discussions of various options during the first three days of review shall be used to develop an AP for the farm business. This AP shall include revenue and expense projections for two years (i.e., two 12-month periods: the base year and subsequent year) along with monthly or quarterly cash flow statements for the same period.

Action Plan report

The Action Plan is a preliminary evaluation of the selected options. It includes a written report or executive summary if the report is not part of the FBA report, and the information outlined below.

(a) Financial plan

This plan consists of the financial data on the projects that the farm operation wishes to undertake in the next two years. It shall include an overview of the following items:

- After changes to the plan have been incorporated, complete projected income and expense estimates for the next two years of business cycles;
- Assessment of the profitability/viability of the operation;
- Statement of the proposed changes to the business structure, if any;
- Projected statement of assets and liabilities taking into consideration any new investments in the business;
- Calculation of financial ratios for the projected period and comments. The ratios should include the ratios outlined in (f) (farm business ratio analysis) of the Farm Financial Assessment Report;
- Discussion of the Renewal benchmarking reports available to the producer and their uses/benefits;
- Cash flow: a projected cash flow for a minimum of two years will be required.

(b) Making applicants aware of the impact of the following on the farm operation

The consultant shall cursorily discuss the following points and take notes, particularly in terms of the producer's expectations; it is not necessary to go into details.

Human resources strategy

- What is required to implement the farm plan? Outline any major changes from past/present operations.
- What are some of the other considerations, such as management, labour and technical knowledge? (Any training requirements or skills development needs identified?)
- Do you have a farm workplace safety plan? Have you taken training related to farm safety WHMIS (Workplace Hazardous Materials Information System), First Aid, CPR, etc.)?
- Is there a farm succession plan in place? If so, describe it.
- Who will be interested in taking over the farm business?
- What is the strategy for asset transfer?
- Is more information needed on succession planning?
- Do you have a legal will? When was it last updated?

Risk management program

- There are many types of risk that can affect the attainment of your business objectives. A risk management check-up is needed to examine the internal and external risks. There are strategies and tools available to reduce the level of risk.
- What types of risk do you have on your farm?
- What are the current strategies for risk management?
- Outline strengths, weaknesses, opportunities and threats identified and discussed (identify risks both within and from factors outside of the farm business and look at various means of reducing the identified risks such as Production Insurance, Canadian Agricultural Income Stabilization Program [CAIS], other insurance products that have been used to mitigate business risk, use of government programs in business risk management, risk rated budgets).

Environmental farm strategy

- Does the plan anticipate any investment in an environmental farm plan? Is this a gap in the implementation schedule of the Action Plan?
- What additional information is required? (cost, timing, impact, etc.);
- Who should be contacted?

Food safety and quality strategy

- Does the plan anticipate any on-farm food safety or food quality investment?
- Has the national/provincial commodity group been contacted about food safety/food quality programs?
- What additional information is required? (cost, timing, impact, etc.);
- Who should be contacted?

Marketing and value added / international

- Are you considering export markets? If so, do you need information on border rules, exchange rates, insurance, freight costs and distribution, exporting seminars, trade shows or trade publication bulletins?
- Are there any organizations you are aware of that would assist you in entering this new market (i.e. co-operatives or agencies)?
- Is there an opportunity to pursue a market with a small group of producers?
- Is there an opportunity for a pilot project?
- Would you be interested in finding out more about value chains (distribution, wholesale, retail)?

Science and innovation

- Are you considering any investments in new innovative equipment?
- Are you investigating any opportunities related to advances in science and innovation (new products, processes)?
- Are you moving toward the use of renewable resources?

(c) Additional options discussed with the producer

Provide an outline and brief description of all additional options that were discussed with the producer during the development of the Action Plan.

(d) Identification of steps to be completed for the proposed change

List the steps to be completed for the proposed change/option and identify the required tasks and roles.

The consultant shall ensure that the final document is signed by the producer.

Follow-up (up to one day)

The producer submits a request for follow-up through the CFBAS program officer. The consultant shall be paid an additional \$500 per day through the program.

The consultant reviews the files, plans and strategies prior to the farm visit. The consultant shall discuss the following, depending on the producer's needs:

Plan review

- review objectives and assumptions;
- what is working / not working;
- why certain things might not be going according to plan;
- does the producer need new strategies, if so describe them;
- describe the next steps and how they should be implemented.

Financial comparisons

- compare projections with the current situation: check whether they are still valid;
- prepare and compare financial ratios.

Planning process

- review how to prepare budgets and projections;
- review how to update the plan;
- stress the need to review plans and update them;
- review any questions about the planning process;
- review how to ensure compliance with the plan.

Post assessment

- indicate whether the producer is meeting the family goals;
- indicate whether the producer is meeting the business goals;
- indicate whether the planning process helped;
- describe how the service might be improved.

Deliverables from follow-up

The consultant shall provide the producer with the following documents:

- update of strategies, objectives and next steps, as well as a detailed report on progress made toward objectives (approximately two pages) — a copy signed by the producer shall be provided to CFBAS;
- financial projection comparisons — comparing actual financial information provided by the producer against projections previously provided by the consultant;
- ratio comparisons against actual financial information, including a brief explanation of any significant changes;
- review of “how to” fact sheets on updating the plan, integrating future changes, setting financial ratios and determining what they mean, comparative analyses and contacts and Web addresses.

The consultant shall prepare a report on the above deliverables and provide a copy of the report, signed by the producer, to the latter as well as to the designated provincial or CFBAS administrator.

Note: Beginning producers are entitled to three separate day-long follow-ups (maximum of three days) over the life of the program.

ANNEX B

BASIS OF PAYMENT

CFBAS PRICE AND METHOD OF PAYMENT

Payment shall be based on a firm all inclusive per diem rate of \$400 for the first day and \$500 for each subsequent day up to a firm all inclusive price of \$2,400 for a Farm Business Assessment (FBA), including travel, assuming an average FBA within a travel radius of 200 km round trip from the selected consultant's place of business. If no consultant is available within the 100 km radius, the program shall pay for the additional costs incurred.

It is understood that under the CFBAS, the selected consultant shall also receive a \$100 fee from the producer before the work begins. Each call-up against the standing offer shall include a firm all inclusive price for that FBA, and if it is an extremely difficult or larger than average FBA, the firm all inclusive price shall be determined by the program officer at the time the call-up is issued.

If the selected consultant has to spend more time on the assessment and/or additional work, prior approval shall be requested from the program officer. The selected consultant shall be provided with an amended call-up describing the additional work and the number of additional days and any additional travel costs to complete the FBA. The amended call-up shall include the time required to complete the work which may exceed the average time required for an FBA and/or additional travel expenses that will have to be assessed by the program officer. In some instances, other modes of travel, accommodation and additional meals may be required and must be approved and included in the amended call-up by the program officer and accepted by the consultant.

ANNEX C

EVALUATION CRITERIA FOR OFFERS

Offers are evaluated based on the following procedures and criteria. A candidate may be awarded a standing offer if he/she obtains a minimum 60 point score.

Only members of the Ordre des agronomes du Québec are eligible to apply.

<p>1. University diploma</p> <p>The candidate must provide written proof of studies in agri-food economics and management or agronomy or the equivalent.</p>	<p>15 points for a bachelor's degree. 5 points for a master's degree.</p>	<p>minimum of 15 points</p>
<p>2. General experience</p> <p>The candidate must demonstrate at least two years of experience in farm financial assessment and in the elaboration of development plans for farms. The candidate must provide a description of the jobs held during this period.</p>	<p>15 points for two years of experience 5 points for each additional year</p>	<p>minimum of 15 points</p>
<p>3. Specific experience</p> <p>The candidate must indicate an ability to perform the work described in the standing offer of service for the Farm Financial Analysis (FFA) and the Action Plan (AP), with two (2) examples of work completed. The examples must demonstrate an ability to provide the key items contained in 3.2 and 3.3 of Annex A.</p> <p>The candidate must provide two recent reports or on which he/she worked and the coordinates of two clients.*</p> <p>* To protect confidentiality, client names must not be linked with the reports provided.</p>	<p>15 points for each complete example</p>	<p>minimum of 30 points</p>
<p>Minimum score for certification</p>		<p>minimum of 60 points</p>

ANNEX D

REGISTRATION FORM



Agriculture et
Agroalimentaire Canada

Agriculture and
Agri-Food Canada

Agriculture, Pêcheries
et Alimentation



STANDING OFFER OF SERVICE

Farm analysis consultant

The applicant shall be a member of the Ordre des agronomes du Québec.
Please attach a copy of your membership card.

1 Identification

Family name at birth					First name				
Address (No., street, apt.)									
City					Province			Postal code	
Telephone number			Area code	Home	Area code	Work	Area code	Other	
S.I.N. :					E-mail address _____@_____				

2 Region

Please indicate the region(s) in which you wish to provide your services:

<i>Lower St. Lawrence</i>	<input type="checkbox"/>	<i>Outaouais</i>	<input type="checkbox"/>
<i>North Shore</i>	<input type="checkbox"/>	<i>Laurentians</i>	<input type="checkbox"/>
<i>Saguenay/Lac St-Jean</i>	<input type="checkbox"/>	<i>Abitibi/Témis./Northern</i>	<input type="checkbox"/>
<i>City of Quebec</i>	<input type="checkbox"/>	<i>Gaspésie-Îles-de-la-Madeleine</i>	<input type="checkbox"/>
<i>Mauricie</i>	<input type="checkbox"/>	<i>Chaudière-Appalachiens</i>	<input type="checkbox"/>
<i>Central Quebec</i>	<input type="checkbox"/>	<i>Montréal</i>	<input type="checkbox"/>
<i>Estrie</i>	<input type="checkbox"/>	<i>Montréal/Laval/Lanaudière</i>	<input type="checkbox"/>

3 Language of work

In which language do you wish to provide your services:

<i>French</i>	<input type="checkbox"/>	<i>English</i>	<input type="checkbox"/>
<i>Both</i>	<input type="checkbox"/>		

4 Production

Please indicate the sector(s) in which you feel you have applicable experience:

Animal production:

Beef cattle	<input type="checkbox"/>	Slaughter calves	<input type="checkbox"/>
Dairy cattle	<input type="checkbox"/>	Poultry	<input type="checkbox"/>
Sheep	<input type="checkbox"/>	Other _____	<input type="checkbox"/>
Swine	<input type="checkbox"/>	_____	

Vegetable production:

Maple production	<input type="checkbox"/>	Ornamental horticulture	<input type="checkbox"/>
Cereal and protein	<input type="checkbox"/>	Fresh vegetables	<input type="checkbox"/>
Greenhouse crops	<input type="checkbox"/>	Other production _____	<input type="checkbox"/>
Fruits	<input type="checkbox"/>	_____	

5 Software used

What software do you use?

Horizon reports	<input type="checkbox"/>	B.E.A.R. plus 2000 - Ontario	<input type="checkbox"/>
Quebec's Budgitel	<input type="checkbox"/>	Manitoba Agricultural Plan	<input type="checkbox"/>
Quebec's Agri-Budget	<input type="checkbox"/>	Version 2.0, ABA-CFBAS, (Alberta)	<input type="checkbox"/>
AgExpert	<input type="checkbox"/>	Other	<input type="checkbox"/>
Specify _____			

6 Declaration of interest

Are you self-employed? yes no

Do you provide your services personally:
or through your employer:

Indicate your employer's coordinates, if applicable

Name of business or organization

Address

City

Province

Postal code

Telephone number

Area code

Area code

Area code

E-mail address _____ @ _____

