



Maw-lukutijik **Saqmaq**
Assembly of Nova Scotia
Mi'kmaw Chiefs

Request for Proposals

For

Assembly of Nova Scotia Mi'kmaw Chiefs: Transformational Planning for Mi'kmaw Child and Family Well-being Law Implementation

Prepared By:

Kwilmu'kw Maw-klusuaqn Negotiation Office
&
Mi'kmaw Family & Children's Services of Nova Scotia



Kwilmu'kw Maw-klusuaqn
Mi'kmaq Rights Initiative

Our Rights. Our Future.



Mi'kmaw
Family & Children's Services
of Nova Scotia

Background

Since 2015, the Mi'kmaq of Nova Scotia have engaged in the Mi'kmaw Child Welfare Initiative. As a result of this Initiative, the Assembly of Nova Scotia Mi'kmaw Chiefs (ANSMC), through the Kwilmu'kw Maw-Klusuaqn Negotiation Office/Mi'kmaw Rights Initiative (KMKNO), provided input into the legislative, regulatory, and policy amendments to the *Children and Family Services Act*.

In 2017, the ANSMC developed a long-term strategic approach for the Mi'kmaq of Nova Scotia to assume complete jurisdiction and governance over matters affecting the welfare of all Mi'kmaw children within Nova Scotia. This work has included the development of our own Mi'kmaw child welfare law where we, the Mi'kmaq, resume jurisdiction and decision-making authority over our children.

Our Vision is “to create a better future for our Mi'kmaw children and families; a future where Mi'kmaw children are resilient, strongly connected to their culture and community and live in safe, healthy, and nurturing homes”.

Our Mission is to “develop a child welfare system that places the child, with their family, in the centre and promotes healing and wellness in a manner that respects our Mi'kmaw values, customs, traditions and practices”.

Introduction

Assembly of Nova Scotia Mi'kmaw Chiefs

The Assembly of Nova Scotia Mi'kmaw Chiefs (ANSMC) is a distinguished association representing the collective leadership of 12 Mi'kmaw First Nation communities in Nova Scotia. As the highest governing body for the Mi'kmaq in the province, the ANSMC convenes regularly to address matters of shared importance. Their multifaceted work encompasses land management, environmental conservation, cultural preservation, and community development. The ANSMC plays a pivotal role in safeguarding the rights, heritage, and well-being of the collective Mi'kmaw community.

Kwilmu'kw Maw-klusuaqn - Mi'kmaq Rights Initiative

Working on behalf of the Assembly of Nova Scotia Mi'kmaw Chiefs, Mi'kmaq Rights Initiative is a non-profit organization dedicated to advancing, implementing, and safeguarding the constitutionally entrenched rights of the Mi'kmaq in Nova Scotia. KMKNO actively engages in discussions with the Province of Nova Scotia and the Government of Canada to ensure the effective implementation of Treaty Rights as established by our ancestors in the covenant chain of Treaties signed in the 1700s. Their work spans various domains, including governance, resource management, resource management, cultural identity, and community development. Through research, consensus-building, and community involvement, KMKNO strives to secure an improved quality of life for the Mi'kmaw community while respecting their autonomy and collective identity.

Mi'kmaw Family & Children's Services of Nova Scotia

Mi'kmaw Family & Children's Services of Nova Scotia (MFCSNS) is a non-profit organization responsible for the well-being and protection of on-reserve children and families to all 13

Mi'kmaw communities in Nova Scotia. MFCSNS is dedicated to supporting children and families within the parameters of provincial law, culturally informed programs and services. Their approach integrates Mi'kmaw culture into healing practices, emphasizing family preservation, community ties, and overall well-being, incorporating Mi'kmaq values, traditions, and the Seven Sacred Teachings as a main strategic focus.

CALL FOR PROPOSALS

The ANSMC, in collaboration with KMKNO and MFCS, is inviting proposals from experienced and dedicated consultants. Consultants will offer strategic transformation advisory services to facilitate the development and implementation of a change management process, as chosen by the ANSMC. This process aims to transition from the existing state within Nova Scotia's provincial child well-being system to the envisioned future state under the Mi'kmaw Child and Family Well-being law.

Additionally, the assessment will explore, and advise on, the possibility of creating a new organizational entity versus modifying an existing one.

The objectives of the RFP include:

1. Collaborating with the steering committee to develop a comprehensive understanding of the current state inclusive of a comparative analysis report and recommendation on establishing a new organization versus modifying an existing one;
2. Following a decision and direction from ANSMC on the proceeding point; developing and implementing a change management plan inclusive of a road map for change, a timeline for change implementations and a communications strategy.

SCOPE OF WORK

This initiative is envisaged as a two-stage process; a planning stage followed by an implementation stage that provides recommendations and strategic change and transformation expertise as aligned to people, process, technology, and finance.

Phase 1: Planning (Current State)

1. Conduct a comprehensive review of the current state inclusive of stakeholder engagements that:
 - a. Clearly identifies the advantages and disadvantages of establishing a new organizational entity versus modifying an existing one.
 - b. Highlights and identifies any information or communication gaps between MFCS and KMKNO and other identified stakeholders about the implementation of the Mi'kmaw Child and Family Well-being law.
 - c. Identifies and clearly outlines all that is necessary for the realization of the Mi'kmaw Child and Family Well-being law, including people, process, technology and finance impacts.

2. Providing options, develop a change management road map inclusive of a timeline, key implementation strategies and recommendations based on the comprehensive review of the current state.
3. Facilitate a change and transformation strategic session with all key stakeholders to the change road map, recommendations, and implementation strategies to build relationships and consensus within the group.
4. Revise and finalize the change management road map for presentation to ANSMC, in preparation for the implementation stage of this initiative.

Phase 2: Implementation (Future State)

Based on the results and the ANSMC decision on how to proceed from Phase 1, the proponent will:

1. Develop a comprehensive change and transformation plan inclusive of:
 - Training and development for key staff.
 - A timeline for milestone change initiatives.
 - A communication plan.
2. Work in partnership with the steering committee to provide clear and decisive change management implementation processes to support the realization of the Mi'kmaw Child and Family well-being law and strategies to support positive communication and collaboration between KMKNO and MFCS.
3. Work in partnership with the steering committee to provide clear messaging to provide to the Nation, MFCS staff, and other identified stakeholders about the implementation of the Mi'kmaw Child and Family Well-being law.

The change management implementation and communication plan implementation must assess:

1. The advantages and disadvantages of establishing a new organizational entity versus modifying an existing one;
2. Information or communication gaps between MFCS and KMKNO and other identified stakeholders about the implementation of the Mi'kmaw Child and Family Well-being law;
3. Change management needs necessary for the realization of the Mi'kmaw Child and Family Well-being law, including technical and personnel needs;
4. MFCS staff concerns relevant to the implementation of the Mi'kmaw Child and Family Well-being System.

The change management implementation and communication plan implementation must include:

1. Preparation and delivery of a comprehensive report that analyzes and provides recommendations regarding the comparative advantages and disadvantages of establishing a new organizational entity versus modifying an existing one;
2. Clear and decisive change management implementation process to support the realization of the Mi'kmaw Child and Family Well-being law;
3. Strategies to support positive communication and collaboration, and addressing any existing communication gaps between KMKNO and MFCS;

4. Clear messaging to provide to the Nation, MFCS staff, and other identified stakeholders about the implementation of the Mi'kmaw Child and Family Well-being System.

DELIVERABLES

Phase 1 Deliverables: Planning (Current State):

- A comprehensive review of current state summary report. This will include comprehensive review summary findings and provide options inclusive of the comparative analysis report and recommendation on establishing a new organization versus modifying an existing one.
- A change and transformation strategic session outline and facilitation presentation.
- A draft and finalized change management road map, including timelines.
- Financial cost associated with implementation of Phase 1.

Phase 2 Deliverables: Implementation (Future State):

**Phase 2 implementation will be based on the ANSMC decision on how to proceed*

- A comprehensive change and transformation plan, including timeline.
- A communications plan for key stakeholders broken down to identify all stakeholders and including a timeline.
- Presentation to ANSMC on change and transformation plan and communications plan.
- Financial cost associated with implementation of Phase 2.

The proponent's deliverables will be reviewed by ANSMC, the steering committee, KMKNO, MFCS, Mi'kmaw bands, Mi'kmaw organizations, Elders, and community members as required.

1. Comprehensive review summary findings inclusive of Comparative analysis report and recommendation on establishing a new organization versus modifying an existing one;
2. Completed and implemented communication plan and process; and
3. Completed and implemented change management plan and process.

The proponent's deliverables will be reviewed by the KMKNO, MFCS, Mi'kmaw bands, Mi'kmaw organizations, Elders, and community members as required.

EVALUATION CRITERIA

Evaluation Criteria	Details	Weight
Proposed Approach and Workplan	<ul style="list-style-type: none"> • Demonstrated understanding of the scope, requirements and effort required. • Demonstrated understanding change and transformation strategies as aligned to culture first organizations. • Sound approach for requirements gathering. • Demonstrated project management expertise. • Demonstrated industry knowledge. • Demonstrated understanding of people, risk and financial challenges associated with change and ability to use subject 	40%

	<ul style="list-style-type: none"> matter experts as required. Demonstrated relationship building and facilitation expertise. 	
Qualifications and Experience	<ul style="list-style-type: none"> Qualifications and experience of the team leading the work. Samples of similar work Relationship building, facilitation and learning/development and project management skills and strategies are demonstrated. Minimum of two references 	40%
Pricing	<ul style="list-style-type: none"> Pricing is consistent with milestones and deliverables. Pricing is consistent with industry standards. 	20%
Total		100%

Mandatory Submission Requirements

The successful respondent possesses extensive expertise in:

- The implementation of comprehensive needs assessments.
- Providing strategic recommendations for organizational change and improvements.
- Facilitating change management processes.
- Designing and executing strategic communication plans.
- Demonstrated ability to foster positive communication between organizations.
- Demonstrated experience working with Indigenous organizations.
- Demonstrated experience and understanding of child and family services.
- Knowledge of Indigenous world views.
- Demonstrated experience and understanding of people, risk and financial challenges associated with large scale change initiative and the ability to leverage a variety of subject matter experts as required.
- The successful respondent will also have knowledge and expertise in working with, ideally, the Mi’kmaq of Nova Scotia, barring that, other Indigenous communities within Canada.

SUBMISSION PROCESS

Deadline for submission: August 13, 2024, 11:59pm ADT

Proponents are invited to submit their proposals by the specified deadline. Submissions should include the following components:

- 1. Cover Letter:**
 - A brief introduction outlining the proponent’s interest in the project and their qualifications.
- 2. Technical Proposal:**
 - Detailed technical approach, methodologies, and strategies to address project requirements.
 - Proposed project timeline and milestones.

3. **Financial Proposal:**
 - Clear breakdown of costs, including labor, materials, and any additional expenses.
 - Pricing structure (e.g., fixed fee, hourly rates, or other relevant terms).
4. **References:**
 - Contact information for previous clients or projects.
 - Demonstrated success in similar endeavors.
5. **Qualifications and Experience:**
 - Proponent's expertise, relevant certifications, and team qualifications.
 - Any unique selling points or competitive advantages.
6. **Appendices:**
 - Any supplementary documents, such as case studies, work samples, or additional information.

Proponents are advised that incomplete submissions will not be considered during the evaluation process. To ensure fair and comprehensive assessment, all required components must be included in the proposal. Late or partial submissions may result in disqualification.

Proponents have the option to submit their proposals either via email or through couriered mail. Please ensure that all required documents are included and adhere to the specified submission guidelines.

Submissions

Email submissions can be sent to: RFP@mikmaqrights.com

Couriered mail submissions must be received by the deadline date and can be sent to:

Attn: Crystal Dorey
75 Treaty Trail
Millbrook, N.S. B6L 1W3

Contact Information

Proponents seeking further information or clarification regarding the RFP should direct their inquiries by email to: RFP@mikmaqrights.com