



OFIFC

Ontario Federation of
Indigenous Friendship Centres

**Urban Indigenous Organizational Policies and
Procedures Project**

Request for Proposals

**Deadline for submission:
[February 17, 2023, no later than 5:00pm EST]**

1. Overview

The Ontario Federation of Indigenous Friendship Centres (OFIFC) is issuing this Request for Proposals (RFP) for the services of a consultant to collaboratively design and develop a revitalized policy and procedure foundation for the OFIFC. This project will add to our growth and stratify our collective, community-driven work in support of member Friendship Centres in Ontario.

The OFIFC envisions having a streamlined policy and procedure manual that is highly engageable and integrated with our distinct organizational values. This includes being reflective of the organization's cultural, urban Indigenous, trauma-informed, decolonized, and gender-based analysis informed lens.

2. Organization Information

Founded in 1971, the Ontario Federation of Indigenous Friendship Centres (OFIFC) works to support, advocate for, and build the capacity of member Friendship Centres across Ontario.

Emerging from a nation-wide, grassroots movement dating back to the 1950's, Friendship Centres are community hubs where Indigenous people living in towns, cities, and urban centers can access culturally based and culturally appropriate programs and services every day. Today, Friendship Centres are dynamic hubs of economic and social convergence that create space for Indigenous communities to thrive.

Friendship Centres are idea incubators for young Indigenous people attaining their education and employment goals, they are sites of cultural resurgence for Indigenous families who want to raise their children to be proud of who they are, and they are safe havens for Indigenous community members requiring supports.

In Ontario, approximately 88 per cent of Indigenous people live in urban communities. The OFIFC is the largest urban Indigenous service network in the province supporting this vibrant, diverse, and quickly growing population through programs and initiatives that span justice, health, family support, long-term care, healing and wellness, employment and training, education, research, and more.

Friendship Centres receive their mandate from their communities, and they are inclusive of all Indigenous people – First Nation, Status/Non-Status, Métis, Inuit, and those who self-identify as Indigenous.

Learn more about the work the OFIFC does to support Friendship Centres at www.ofifc.org.

2.1 Background

Self-determination is critical to the OFIFC and the Friendship Centre Movement. From an Indigenous lens, self-sufficiency is our belief and internal capacity to be self-determining as Indigenous people, communities, and organizations. It underscores our values and practices as a culture-based, Indigenous organization with distinct ways of visioning, designing, developing, and implementing programs, services, training, education, research, and public policy advocacy.

The OFIFC is in an exciting time of growth where the nature of our everyday work is increasingly multi-jurisdictional, intersectoral, diverse, complex, and increasing in scale. We are thinking innovatively about what we do, and how we do it, across the organization. We seek to have the values and principles behind our practices more deeply reflected in, and enabled by, a supportive policy and procedure structure. We are thinking about this from a cultural and Indigenous lens as well as being a trailblazing not-for-profit with transformative, systems-level solutions.

3. Project

3.1 Purpose of the Project

The purpose of the project is to assess the OFIFC's existing policy and procedure manual to then redevelop OFIFC's policy and procedure foundations for optimal usability by staff and alignment with the organization's vision, mission, values and strategic goals. The OFIFC aims to further the presence of the organization's Indigenous ways, community-driven ethos, trauma-informed principles and practices, decolonization, and gender-based analysis lens. The OFIFC strives to have a streamlined policy and procedure foundation that strengthens our commitment to organizational excellence as a community governed, not-for-profit.

3.2 Project Expectations

The project will create a new manual for organizational policies, procedures, standards, and guidelines at the OFIFC. This will involve developing a suitable manual structure, templates, and management system, preferably digitalized and automated for OFIFC's needs. It will also require the review, import, and adaption of current OFIFC policies and procedures and where required, new ones based on OFIFC's expanded initiatives.

3.3 Scope of Work

Project Launch

The successful Consultant will work in close collaboration with assigned OFIFC staff to develop a detailed project workplan. The detailed workplan will be informed by an initial meeting between OFIFC Senior Leadership and the successful Consultant about the project vision, goals, and expectations.

Research and Discovery

The successful Consultant will conduct key informant interviews and focus groups with individuals identified by the OFIFC. Interviews and focus groups will clarify how OFIFC's staff and Board engage the organization's policies and procedures. This will further clarify where gaps, redundancies, and/or areas of improvement may exist.

The successful Consultant will simultaneously review OFIFC's present Policy and Procedure Manual along with relevant supplemental documents provided by the OFIFC. The successful Consultant will engage in their own discovery process of researching external policy and procedure manuals supportive of the project. The successful Consultant will produce a brief document of key findings to share with OFIFC for review and feedback.

Design and Development

The successful Consultant will work collaboratively with OFIFC Senior Leaders and staff identified to design a manual structure supportive of OFIFC's everyday work and needs. The design will reflect the different ways OFIFC operates along with unifying elements that collectively guide the organization. In addition to manual structure, the Consultant will work with OFIFC staff identified to create a management system that documents how OFIFC will effectively manage the creation, revision, and approval of policies, procedures, standards, and guidelines contained within the proposed manual. The manual and management system will emphasize policy stewardship, such as roles and responsibilities and administrative leadership approaches.

The manual structure and associated management system will be reviewed and approved at this stage so that they can be implemented in subsequent stages of the project. Individuals with roles and responsibilities outlined in the management system will be brought on as project champions. These project champions will serve as reviewers for policies, procedures, standards, and guidelines developed. Project champions will share their feedback with OFIFC's Senior Leadership who will serve as the main reviewing and internal decision-making body for project deliverables.

The successful Consultant will then work collaboratively with OFIFC staff on policy, procedure, standard, and guideline templates. Templates will help streamline the creation and revision of these organizational documents as well as promote interaction and engagement with them. Once the templates are reviewed and approved by the OFIFC, the successful Consultant will submit a completed Draft set of policies, procedures, standards, and guidelines for OFIFC's review and final feedback.

The successful Consultant will prepare and submit a package containing the approved manual structure, approved templates, approved management system, and draft policies/procedures/standards/guidelines for OFIFC's review.

Revisions and Decisions

Once OFIFC has received the package described above, a meeting will be scheduled for the successful Consultant to provide a high-level overview to OFIFC leadership and Staff for feedback. The successful Consultant will review feedback received and incorporate feedback into the package (manual structure, templates, management system, policies, procedures, standards, guidelines) with OFIFC staff identified available for clarification and advising support where needed.

The successful Consultant will submit the final package to OFIFC for final review and final opportunity for input. Once all OFIFC revisions are addressed, the final package will be submitted to the OFIFC.

The OFIFC's Board is responsible for final review and decisions on OFIFC policies. If you are submitting a proposal for the RFP, please consider resources and supports the successful candidate can prepare that will aid the OFIFC Board's review and decision-making process.

3.4 Deliverables

- Engagement meetings with OFIFC Senior Leaders and staff as identified;
- Detailed workplan;
- Brief document of key findings from Research and Discovery phase of the project;
- Policy and procedure manual structure;
- Policy and procedure management system;
- Policy, procedure, standard, and guideline templates;
- Sample draft policies, procedures, standards, and guidelines;
- Draft package containing the manual structure, templates, management system, and all draft policies/procedures/standards/guidelines;
- Final package containing the manual structure, templates, management system, and all revised policies/procedures/standards/guidelines; and,
- Resources and support documentation for OFIFC Board's policy review.

3.5 Project Timeline

The project is anticipated to begin February 21, 2023 and end May 26, 2023.

4. Consultant Role

The successful Consultant will report directly to the **Chief Learning Officer** in managing the project. OFIFC Staff will provide support and guidance to the consultant for the duration of the project. The consultant will meet with assigned OFIFC staff on predetermined dates and as required to provide updates on the project's progress.

4.1 Consultant Qualifications

- Knowledgeable about Indigenous organizations with emphasis on Friendship Centres in Ontario as well as the OFIFC;
- Lived experience and experience working with Indigenous communities are great assets with emphasis on urban indigenous experience;
- Skilled and experienced at developing, writing, and revising corporate policies;
- Skilled and experienced at corporate policy infrastructure including design of organizational manuals, management systems, templates, and processes;
- Strong capacity to incorporate Ontario legislated standards as an employer in not-for-profit sector;
- Strong capacity to incorporate Indigenous community standards such as cultural, trauma-informed, anti-oppressive, decolonized, and gender-based analysis lens; and,
- Collaborative mindset with demonstrated ability to work with OFIFC staff and senior leaders.

5. Proposal Requirements

Each applicant submitting a proposal shall submit a stand-alone document clearly and comprehensively provides:

- Full name and main office address for Consultant;
- Executive summary;
- Overview of team member qualifications and identification of any sub-contracting;
- Description of proposed project approach, methodologies, and key activities;
- Description of relevant project experience (references for past projects is an asset)
- Sample of writing (corporate policy example is an asset)
- Proposed workplan with timelines, milestones, and outputs;
- Proposed budget with itemised pricing;
- References; and,
- A completed Declaration in “Schedule A”.

The proposal must be submitted as a stand-alone document by the deadline specified. Schedule A as well as supporting documents such as Curriculum Vitae, reference letters, and writing sample should be attached as appendices.

5.2 Budget

The total amount allocated for this project is unlisted. The proposed project budget should provide a clear, wholistic picture for the overall project, its objectives, as well as details that demonstrate how these will be achieved based on the proposed team’s qualifications.

6. Scoring of Qualifications and Proposals

Evaluation of proposals will be carried out by an evaluation team formed by the OFIFC and shall include OFIFC personnel. Proposals will be evaluated based on qualifications, experience, and alignment with the project purpose.

An interview may be required. The purpose of the interview would be to clarify the qualifications and methodology detailed in the proposal.

Completion of OFIFC's Indigenous Cultural Competency Training may be required. The purpose would be to further build the participants knowledge, skills, attitudes and values essential to fostering a positive and productive relationship with the OFIFC.

If successful, the applicant will be notified of the decision regarding their application and next steps.

7. Pre-submission and Other Information

All Consultants must agree to read and support the guiding principles of the OFIFC's Code of Ethics while conducting business with, and/or on behalf of OFIFC.

Any questions about this RFP should be directed to **OFIFC's Executive Office**, ExecutiveOffice@ofifc.org

8. Submission Details

Please review the document and submit one (1) electronic copy of your complete proposal to:

OFIFC Executive Office
ExecutiveOffice@ofifc.org
416-956-7575

No later than **5 pm EST on February 17, 2023**

Schedule A – Declaration

1. I/We Declare that this Proposal is made without any connection, knowledge, comparison of figures or arrangements with any other company, firm, or person making a Proposal for the same RFP and is in all respects fair and without collusion or fraud.
2. I/We Declare that all matters stated in the submitted Proposal are in all respects true.
3. I/We have carefully read the requirements as per the RFP and have satisfied ourselves as to the conditions under which the transaction and subsequent items are to be supplied and do hereby submit a Proposal for **Urban Indigenous Organizational Policies and Procedures Project**.
4. If selected as the successful Consultant, I/we agree to abide by the terms as set out in the RFP.
5. The price submitted shall be firm for a period of not less than sixty (60) calendar days from the closing date of this RFP.

Dated at _____ this _____ day of _____

) _____
) Signature
) _____
) Signing Authority (Print Name)
) _____
) Company Name
) _____
) Street Address/City/Postal Code
) _____
) Telephone/Email

