



Kinnoomaadziwin Education Body

**Request for Proposals
to develop a
Comprehensive Strategic Plan**

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1.0 General Overview

The Kinoomaadziwin Education Body (KEB) is issuing this Request for Proposals (RFP) for a qualified consultant to develop and design a strategic plan for the organization and for the Anishinabek Education System (AES). The KEB wishes to align its strategic plan with the goals and priorities of the Participating First Nations, and with the organization's strategic goals and objectives. This project will result in a strategic plan that guides decision-making, reaffirms the KEB's commitment to how it serves the Participating First Nations, and provides a frame of reference for multi-year planning.

The KEB expects to select the highest scoring Firm based on a structured scoring evaluation. The scoring evaluation (Section 7 and Appendix 1) shall consider the following, in relation to the scoring matrix:

- ability to perform the required service;
- experience;
- approach to the project;
- personnel assigned to the actual project work;
- costs of the project;
- time period in which the project will be completed;
- reference checks; and
- clarity of the submission.

2.0 Anishinabek Education System Information

The AES includes the Participating First Nations, the Local Education Authorities, the Regional Education Councils, and the KEB. The AES has also established a Chiefs Committee and intends on establishing a Youth Council.

Participating First Nation and Local Education Authorities

There are currently 23 Participating First Nations in the Anishinabek Education System. Each Participating First Nation has law-making power and authority over education from JK to Grade 12 on-reserve and may set up a Local Education Authority (education board or committee) to support and manage education programs and services at the community level. These First Nations vary in terms of overall population and student population. For example, one First Nation operates schools from JK to Grade 12; other First Nations operate elementary schools only; one First Nation only operates a high school; and many of the First Nations do not operate schools on-reserve. A complete list of the Participating First Nations is set out in Appendix 3.

Regional Education Councils

Each Participating First Nation belongs to one Regional Education Council (REC). The REC provides opportunities for networking and for determining First Nation and regional education priorities. Each Participating First Nation appoints two individuals to represent the First Nation at REC level.

The Kinoomaadziwin Education Body

Participating First Nations work together through a central administrative structure called the Kinoomaadziwin Education Body. The KEB takes direction from the Participating First Nations and supports the First Nations in their delivery of education programs and services. The KEB is responsible for liaising with the Government of Canada and the Province of Ontario on education matters.

The image below provides an overview of the Anishinabek Education System structure.



A copy of the KEB's Organizational Structure is provided in Appendix 2.

KEB Chiefs Committee

By resolution of the Participating First Nations, a committee comprised of one Chief from each REC was created to provide political support, advocacy and guidance to the KEB Board of Directors.

Youth Council

The KEB is in the process of establishing a Youth Council.

3.0 The Project

The KEB is seeking proposals from consultants to guide the organization with the development of a strategic plan for the Anishinabek Education System and the KEB. The primary deliverable of this contract and process will be a written strategic plan document that presents the methodology, research, analysis, opportunities, and strategies along with an implementation plan that will guide the KEB's activities for the next five years.

This RFP is intended to seek a consultant to support the development of a strategic plan for the AES/KEB that:

1. builds on the existing strategic directions of the AES/KEB (appendix 4);
2. ensures the PFNs have equal opportunity to contribute to the strategic plan for the AES/KEB;
3. ensures the KEB Board of Directors, staff and key consultants have equal opportunity to contribute to the strategic plan for the AES/KEB;
4. continues fulfilling the mandates of the Anishinabek Nation Education Agreement and the Master Education Agreement;
5. establishes a long-term vision for the AES/KEB; and
6. ensures a strategic plan exists to guide how the KEB establishes priorities and administers resources.

The KEB has conducted a governance and an organizational review that includes a current state assessment of the AES/KEB, as well as recommendations for future implementation. The outcome of this review will be shared with the successful consultant under this RFP. This information will support the successful consultant in developing a strategic plan.

3.1 Developing a Comprehensive Strategic Plan

The KEB wishes to establish a comprehensive strategic plan that addresses:

1. Anishinaabe cultural values and education priorities;
2. a renewed vision and mission for the KEB;
3. enhanced organizational effectiveness;
4. self-governance capacity building among the PFNs; and
5. Anishinaabe student success and well-being.

To achieve this, the KEB requires a strategic plan and options to implement the strategic plan. The implementation options must include activities and timelines for the length of the strategic plan.

3.2 Role of Consultant

The Consultant will provide independent expertise and advice and shall:

- guide, manage and monitor the progress of the development of a strategic plan;
- identify and implement methods to engage and obtain feedback/input from all levels of the organization and the system, as required to complete the strategic plan;
- prepare a preliminary strategic plan framework report for review by the Director of Education and the Board of Directors;
- prepare and execute a project communications plan to keep the Director of Education and the Board of Directors informed on the progress of the development of the strategic plan;
- prepare, provide, and present a draft strategic plan that addresses the key considerations that will be included in the report;
- develop recommendations for strategic governance and organizational activities that meet the requirements set out in section 3.0 The Project and 3.1 Developing a Comprehensive Strategic Plan;
- develop implementation recommendations that meets the requirements set out in sections 3.0 The Project and 3.1 Developing a Comprehensive Strategic Plan; and
- prepare a final report incorporating the proposed strategic plan.

3.3 Proposal Requirements

The consultant shall develop and execute a process to draft and present a comprehensive strategic plan for the AES /KEB. This process must be described in the proposal and at the very least incorporate the following activities:

1. a review of the governance and organizational review report developed for the KEB in 2019/2020;
2. collecting feedback and input through engagement with key people in the Participating First Nations, the Regional Education Councils, the KEB, and with key consultants and committees that support the AES/KEB;
3. drafting a preliminary strategic plan framework report for the Director of Education and the Board of Directors;
4. participating in two half-day meetings with the Board of Directors and identified KEB staff and consultants to discuss areas requiring added direction and tools;
5. reviewing the current strategic directions of the KEB;

6. providing regular written progress reports to the Director of Education and the Board of Directors;
7. exploring and developing a strategic plan inclusive of funding implications; and
8. developing a final strategic plan containing useable tools/actions for sustainable implementation and management.

3.4 Qualifications of the Consultant

The successful consultant shall demonstrate:

- a thorough knowledge and understanding of comprehensive strategic plans;
- expertise and capacity to perform the necessary requirements under this RFP;
- several years of experience working with First Nations and First Nation organizations in Ontario; and
- demonstrated ability to conduct research, facilitate reviews of this nature, write reports, and deliver the plans/reports on time and on budget.

3.5 Deliverables

The primary deliverable of this contract and process will be a written strategic plan document that presents the methodology, research, analysis, opportunities, and strategies along with an implementation plan that will guide the KEB's activities for the next five (5) years. The following items shall be delivered to the KEB upon completion of the final report:

- one (1) electronic copy of the final report, to include background, summary of PFN, Board, staff, and key consultants input, recommendations, cost estimates, etc.;
- all materials received and produced by the consultant in the undertaking of this project; and
- in general, all reports and presentation materials shall be in a form and of a quality so as to be acceptable for reproduction and presentation, and shall be acceptable to the Board of Directors. All information and files required to complete this project will become property of the KEB.

3.6 Project Timetable

Activity	Date
Request for Proposal Issued	April 13, 2021
Request for Proposal Closed	April 30, 2021
Selection of Successful Respondent	May 13, 2021
Review Commences	May 25, 2021
Preliminary Findings Report	July 16, 2021
Submission of Draft Report	1 week in advance of Presentation Date of Draft Report
Presentation of Draft Report	August 5, 2021
Final Report	August 19, 2021

Note: although every attempt will be made to meet all dates, the KEB reserves the right to modify any or all dates at its sole discretion.

4.0 Information Required - Qualifications

Each proposal must:

- a) set out the full name and main office address of the consultant;
- b) identify when the Firm was organized and if a Corporation, when incorporated and how many years engaged in providing this type of service;
- c) set out the qualifications of the consultant and any individuals/firms that the consultant intends to subcontract, or otherwise use, to perform work on this project;
- d) describe the consultant's specific and relevant experience related to the scope of this project;
- e) describe the consultant's depth and resources that would also be available for the benefit of this project;
- f) describe the Firm's understanding of the project, scope of work and approach to complete the project and how it will achieve the timetable;
- g) set out the various components of the project including demonstrating how the project will be completed;
- h) identify the personnel who would take the lead position in this project and set out their qualifications and experience in carrying out this type of work;
- i) identify the estimated amount of KEB staff time required; and
- j) provide references from three (3) recent projects that relate to this project and if not included in the foregoing, a reference from a First Nation regional organization in Ontario.

5.0 Information Required - Budget and Timeline

The proposal must include:

- a) a confirmed price for the project and expected payment schedule;
- b) a list of any additional work or services that exceed the services requested herein and the associated costs of the additional work or services; and
- c) a detailed project schedule including timelines for each component of the project.

6.0 RFP – Submission Details

Event Detail	Date
Request for Proposal (RFP) Issued	April 13, 2021
Submission Deadline	11:59:59 am (noon) April 30, 2021

Each consultant shall submit an electronic copy of the RFP no later than **11:59:59 a.m. (noon) on April 30, 2021** by email to:

Andrea Crawford at Andrea.Crawford@a-e-s.ca.

Any Proposals received after the above deadline will not be reviewed by the KEB.

7.0 Scoring of Qualifications and Proposals

The evaluation of the proposal will be carried out by an evaluation team comprised of the Board of Directors and staff. Proposals will be evaluated based on the points system identified in Appendix 1. Failure to provide relevant information may result in penalties being assessed on the evaluation score.

In addition, and at the sole discretion of the evaluation team, an interview may be required. The purpose of this interview would be to clarify the qualifications of the consultant and details of the proposal.

The KEB reserves the right to request additional data or information after the Proposal date, if such data or information is considered pertinent, in the KEB's sole view, to aid the review and evaluation process.

The KEB reserves the right to reject any portion of any RFP and/or reject all RFPs, to waive any informalities or irregularities in the RFP, or to re-invite, or to advertise.

Appendix 1 – Scoring Matrix

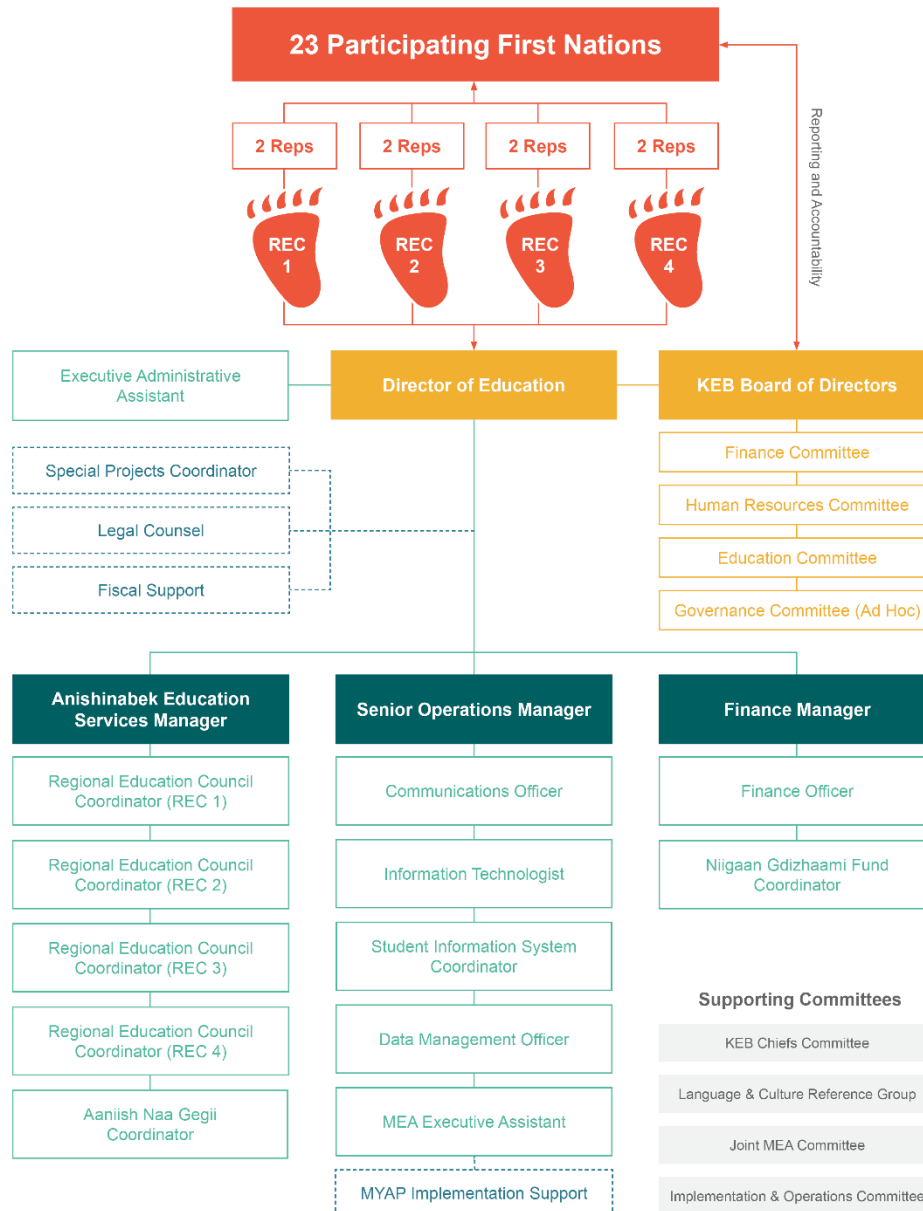
Criteria	Maximum Points	Points Scored
1. Firm and Key Personnel Experience <ul style="list-style-type: none"> • Direct Firm and principal staff experience with relevant experience • The experience of the members of the Firm that will be assigned to this project • Appropriate reference information gathered from customers that the Firm has provided like services 	10 15 5	
2. Project Approach <ul style="list-style-type: none"> • Quality of overall approach, work methodology, identification of project constraints • Work plan and schedule (responsiveness to meet or exceed requirements) 	15 15	
3. Consulting Services Cost <ul style="list-style-type: none"> • Cost of consulting services with details as to the method and basis of compensation including a breakdown of overall cost including all fees and other charges 	40	
4. Anishinabek Firm or Anishinabek members working on this project from a Firm	10	
Total Score	110	

Appendix 2 – Organizational Structure



**ANISHINABEK
EDUCATION SYSTEM**

Anishinabek Education System Organizational Chart



KEB Kinooaadziwin Education Body
 MEA Master Education Agreement
 MYAP Multi-Year Action Plan
 REC Regional Education Council

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Anishinabek Education System Organizational Chart

Appendix 3 – Participating First Nations

Aamjiwnaang First Nation
Atikameksheng Anishnawbek
Aundeck Omni Kaning First Nation
Beausoleil First Nation
Biigtigong Nishnaabeg
Biinjitiwaabik Zaaging Anishinaabek
Chippewas of Georgina Island First Nation
Chippewas of Rama First Nation
Dokis First Nation
Henvey Inlet First Nation
Long Lake #58 First Nation
Magnetawan First Nation
Michipicoten First Nation
Mississaugas of Scugog Island First Nation
Moose Deer Point First Nation
Munsee-Delaware Nation
Nipissing First Nation
Pic Mobert First Nation
Sheshegwaning First Nation
Wahnapiatae First Nation
Wasauksing First Nation
Whitefish River First Nation
Zhiibaahaasing First Nation

KINOOMAADZIWIN EDUCATION BODY

Anishinaabe Aadzwin. Anishinaabe Bimaadzwin.

VISION

Anishinaabe Aadzwin. Anishinaabe Bimaadzwin.

(A wholistic learning path using Anishinaabe ways of knowing, celebrating a bright future for our people.)

MISSION

Embracing our past - Empowering our future.

STRATEGIC DIRECTION

1. Using our knowledge keepers to support fluency and understanding of Anishinaabemowin to revitalize language and culture with learners.
2. Supporting learners to recognize and embrace their individual gifts and teach them to use them on their journey through the education system.
3. Engaging Elders, knowledge keepers, community, and students in creating enhanced curriculum to incorporate history, culture, arts in every subject area and to bridge traditional knowledge with the technological world.
4. Establishing the highest education standards for our learners to support local, national, and international recognition and respect for the Anishinabek Education System.

As established by the KEB Board of Directors - May 2018