

# Request for Proposal (RFP)

**Consultant for a Strategic Plan for Akwesasne Justice Department**

Issue Date: Ohiari:ha/June 2024

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# 1. Introduction

The Mohawk Council of Akwesasne's Justice Department invites proposals from qualified and experienced consultants to develop a comprehensive strategic plan for the Akwesasne Justice Department (AJD). The purpose of this strategic plan is to outline the vision, mission, goals, and objectives of AJD, and provide a roadmap for its operations and initiatives over the next five years to result in substantial impact and growth of the department.

# 2. Background Information

The Mohawk Council of Akwesasne (MCA) is a First Nation government that serves the northern portions of the Akwesasne Mohawk territory in Ontario and Quebec, and is situated along the United States/Canada border along with the southern portion of Akwesasne located in New York State. The many programs that encompass MCA strive to provide essential services to members while maintaining close ties to culture, family and the protection of inherent rights, subsequently resulting in a stronger community for future generations.

Helping in this effort, the AJD is responsible for developing community legislation, delivering community justice services, delivering Indigenous Representative and Advocacy for children and families, and administering the independent Akwesasne Court to and for the Akwesasne community. There are currently 24 Staff of the AJD, including four managers/supervisors and the director, who serve in (10) main programs and provide over (12?) community services. The AJD is directly overseen by the Executive Director of the Mohawk Council of Akwesasne.

# 3. Purpose

The rapidly changing world has caused many organizations, including the AJD, to review their ways of operating. The Akwesasne Justice Department seeks a consultant to guide and facilitate the development of a plan that aligns with the community's diverse needs and aspirations. The Consultant would work with AJD and the community to build a visionary, impactful strategic plan that improves and refines the AJD's community services priorities, and effective practices. Through successful implementation of the plan, we also hope to improve transparency of the AJD by identifying which policies and procedures are still valid or need revision.

# 4. Scope of Work

The selected consultant will be responsible for the following tasks:

- Conduct preliminary background research before the initial meeting with the Strategic Planning Committee and provide a short draft outline for attendees.
- Engage with key stakeholders, including community members, other MCA departments, Council portfolio holders, and any other relevant parties, to understand their perspectives, concerns, and expectations.
- Conduct a comprehensive needs assessment to identify the critical issues and challenges facing AJD and the community it serves.
- Facilitate strategic planning workshops and meetings to gather input, build consensus, and develop a shared vision for AJD's future.

- Develop a comprehensive strategic plan that includes clear goals, objectives, strategies, and performance indicators.
- Provide recommendations for resource allocation, including personnel and training, to support the implementation of the strategic plan.
- Provide a suitable evaluation process that continuously measures the progress of the plan to adequately report results to members of Tribal Council and the Executive Directors Office.
- Solicit community input in a series of public meetings, presentations, ads, survey, ect.

Prepare a final report that presents the strategic plan in a clear, concise, and visually appealing manner that may also be presented to the community if required.

## 5. Deliverables

The consultant will be expected to deliver the following key deliverables:

- A detailed work plan outlining the approach, methodology, and timeline for completing the project.
- A comprehensive needs assessment report determining any gaps in current and desired conditions.
- Documentation of stakeholder engagement activities, including meeting minutes, surveys, and interviews.
- A draft strategic plan for review and feedback.
- A final strategic plan document incorporating all feedback and recommendations.

## 6. Timeline

The proposed timeline for the project is as follows:

Proposal submission deadline:	July 1, 2024
Consultant selection:	July 15, 2024
Project kickoff:	July 29, 2024
Completion of needs assessment:	September 12, 2024
Draft strategic plan submission:	October 11, 2024
Final strategic plan submission:	January 23, 2025

Please note that the timeline is subject to negotiation and adjustment based on mutual agreement between the consultant and AJD.

## 7. Budget

The anticipated budget for the consultant's scope of work for this project is \$50,000.

## 8. Proposal Submission Guidelines

Interested consultants are requested to submit the following information as part of their proposal:

- Brief cover letter.
- Overview of the Consultant including full legal name, address, telephone and email contact information, company profile (if applicable) and relevant experience and qualifications.
- Details with evidence of previous work related to strategic planning, preferably in area of self governance and justice administration.
- The methodology and approach for developing the strategic plan.
- A proposed work plan, timeline and flowchart visual for the project.

- A budget estimate including a breakdown of costs for each phase of the project, any travel costs/per diem, and any outside consultation fees that may be required to successfully complete the final plan

## 9. Submission Instructions

Proposals must be received in person at the Akwesasne Justice Department OR by email as follows:

Hand-deliver proposals to:

**Akwesasne Justice Department**

**45 Johnson Road**

**Akwesasne, QC**

**H0M 1A0**

Email proposals to:

[cactus.sunday@akwesasne.ca](mailto:cactus.sunday@akwesasne.ca)

All proposals (hand-delivered or by email) **MUST** be received **PRIOR** to:  
**July 1, 2024 at 12 p.m. (noon) EST**

## 10. Inquiries

Inquiries should be directed to Cactus Cook Sunday:

Email: [cactus.sunday@akwesasne.ca](mailto:cactus.sunday@akwesasne.ca)

Phone: 613-575-5000 ext. 2404