

ABORIGINAL HEALING AND WELLNESS STRATEGY



REQUEST FOR PROPOSALS

**TO PROVIDE A PROCESS EVALUATION OF THE AHWS GOVERNANCE
MODEL (JMC)**

Date of Issue: Thursday May 8, 2008

Closing Date: Friday May 23, 2008

Closing Time: 12:00 p.m. EST

TERMS OF REFERENCE-PROCESS EVALUATION

1. Aboriginal Healing and Wellness Strategy

Established in 1994, Ontario's Aboriginal Healing and Wellness Strategy (AHWS) is a governance and service delivery model focused on the improvement of Aboriginal health and the reduction of family violence.

The AHWS is governed by a Joint Management Committee (JMC) that is responsible for making decisions and ensuring the implementation and management of the Strategy. The AHWS Phase III Agreement (amended April 1, 2005) states that the JMC is mandated to oversee and manage the Strategy by addressing immediate and long-term strategic issues, setting priorities and directions, and allocating and managing the resources of the Strategy. Membership is comprised of a maximum of two representatives designated by each of the following signatory partner organizations:

- Association of Iroquois and Allied Indians (AIAI)
- Grand Council Treaty #3 (GCT #3)
- Independent First Nations (IFN), who represent the following signatories:
 - * Bkejwanong Territory (Ojibways of Walpole First Nation)
 - * Chippewas of Nawash First Nation
 - * Chippewas of Saugeen First Nation
 - * Mohawks of Akwesasne First Nation
 - * Shawanaga First Nation
 - * Six Nations of the Grand River
 - * Temagami First Nation
- Métis Nation of Ontario (MNO)
- Nishnawbe-Aski Nation (NAN)
- Ontario Federation of Indian Friendship Centres (OFIFC)
- Ontario Native Women's Association (ONWA)
- Union of Ontario Indians (UOI)
- Ministry of Community and Social Services (MCSS)
(Government Lead/Administrative Host)
- Ministry of Health and Long Term Care (MOHLTC)
- Ontario Women's Directorate* (OWD)
(Ministry of Citizenship and Immigration)
- Ministry of Aboriginal Affairs (MAA)**

* The OWD has designated one of its two seats to the Ministry of Children and Youth Services (MCYS). Although not a signatory to the AHWS Phase III Agreement, MCYS, provides funding to the Strategy to support the Aboriginal Healthy Babies Healthy Children program.

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** The MAA has designated one of its two seats to the Ministry of the Attorney General. MAG is not a signatory to the AHWS Phase III Agreement and does not provide funding to the Strategy.

2. Purpose

Since its inception, a consistent part of the Aboriginal Healing and Wellness Strategy's Agreement has been the evaluation of the work of the Strategy.

The purpose of this research project is to evaluate the AHWS governance model. "Governance" in this evaluation is defined as:

"all the means (processes) by which the recognized authority (JMC) guides the implementation and management of the Aboriginal Healing and Wellness Strategy. This includes the establishment and implementation of the mandate, principles, and strategic directions of the Aboriginal Healing and Wellness Strategy, participation in the JMC, the decision making process that is used, how decisions (on issues, priorities and resource allocation) are (or are not) implemented, accountability processes, and includes the creation, implementation, and/or monitoring of policies or procedures that serve to assist in the operation of the AHWS".

The main questions that are guiding this evaluation are:

- Is the AHWS model an efficient and effective governance structure?
- Is the AHWS model, a viable model for use in a fourth, renewed phase of the Strategy? If not, are there adaptations that could be made to strengthen the current model?
- Are there other successful models that could be adopted?

The timeframe under examination in this research project is limited to Phase III of the Strategy (April 2004 – present), with some retrospective analysis.

Some of the questions that the consultant will examine in relation to the AHWS governance model may include:

- Overview of the JMC model according to the AHWS Agreement that includes: What are JMC roles and responsibilities? Who are the members, how are they appointed, what levels of authority do they have? What are their relationships and how do they relate to one another?
- Analysis of the current governance structures. Is the governance structure working and relevant? Has it evolved from the original intention? Is JMC jointly managing the Strategy? Is the model getting the work done, and what measures or indicators can be used to determine the effectiveness of the model? What are the parameters that determine an organizations' representation at the JMC?
- How does the model reflect governance from an Aboriginal perspective? How are governance perspectives from urban and rural, Métis and First Nations viewpoints respected?
- How does the model reflect the government's perspective?
- How does it reflect governance from a "partnership" perspective?
- Is it a unique model to Ontario? To Canada?

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Results from this evaluation will provide: useful information on the effectiveness of the governance structures within the Strategy, analysis of the successes and challenges of the model and next steps for consideration. The analysis of this evaluation will identify issues that will be useful in JMC discussions on a renewed Phase IV of the Strategy.

3. Deliverables

The consultant will develop: a detailed work-plan detailing the evaluation questions; research methodology; milestones; deliverables; timeframe; and associated budget.

The consultant's evaluation plan must be wholistic and based on medicine wheel teachings which provide focus in the following areas:

- Vision
- Time
- Relationships
- Behaviour

The consultant will produce a final report, in collaboration with the Research and Evaluation Committee (REC), a sub-committee of JMC, which will provide detailed findings and a thorough analysis.

The consultant shall:

- Share all draft materials for final approval by the Committee
- Attend meetings as required
- Make formal presentation of findings
- Produce a final report
- Provide all written materials in electronic and paper format
- Abide by the AHWS Publications Policy and Indigenous Knowledge Guidelines
- Submit all documents prior to final payment

4. Resources

The following resources will be provided to the consultant to assist with formulating a detailed work-plan / budget for the process evaluation, and to inform the evaluation report:

- For Generations to Come: A Strategy for Aboriginal Family Healing. A final Report of the Aboriginal Family Healing Joint Steering Committee. Prepared September 1993.
- New Directions: Aboriginal Health Policy for Ontario. Queen's Printer for Ontario, 1994.

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- Consolidated AHWS Agreement, effective April 1, 2004, as amended April 1, 2005. Aboriginal Healing and Wellness Strategy, Phase III.
- AHWS operational chart
- A description of AHWS funded projects/programs
- AHWS Secretariat staff contacts
- JMC contacts
- JMC approved minutes
- Access to agreements such as MOUs
- Organizational Review of the Aboriginal Healing and Wellness Strategy, Final Report, Cathexis Consulting Inc., November 21, 2006.
- AHWS partner Community Consultation reports, spring/summer 2008
- Any other JMC reports/documents that may be available, as needed.

5. Value of the Contract:

The value of the contract will be negotiable up to a maximum of \$50,000.

6. Project Schedule:

The project is anticipated to begin in May 2008 and to be completed by the end of July 2008. The consultant is expected to provide progress reports to the AHWS Secretariat on a bi-weekly basis in a format prescribed by the AHWS Secretariat.

7. Instructions for Proposal:

Please note a separate backgrounder on the Aboriginal Healing and Wellness Strategy has been issued as a reference to accompany this RFP.

Bid submissions must consist of:

- A covering letter signed by an authorized signing official of the company.
- A proposal for delivery of service and associated budget (including travel and expenses) in an electronic format.
- The proposal must identify all members of the evaluation team, their role and provide detailed CV's.

Bid submissions may be returned in an envelope marked "Process Evaluation-Confidential" to the attention of:

Irvin George
AHWS Manager
Aboriginal Healing and Wellness Strategy
880 Bay Street, 4th Floor
Toronto, ON M7A 2B6

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Proposals received by fax (416) 326-7934 or electronic mail Irvin.George@ontario.ca will be accepted and must be addressed to the attention of Irvin George, AHWS Manager.

All proposals must be received by **May 23, 2008 at 12:00 noon**. Only the successful consultant will be contacted.