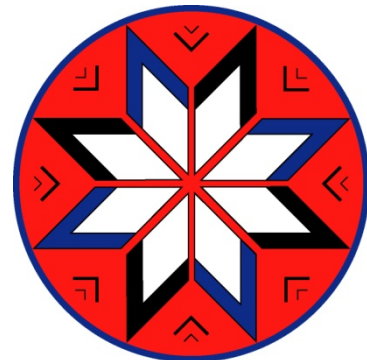# Tripartite Forum Fund for Social & Economic Change

Guidelines

Established February 2007
Revised September 2017

Mi'kmaq • Nova Scotia • Canada
TRIPARTITE FORUM

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1. Background

At the Mi'kmaq - Nova Scotia - Canada Tripartite Forum General Assembly on June 16-17, 2005 in Bear River First Nation, the Tripartite Forum Secretariat engaged the services of the St. Mary's University Business Development Centre to conduct an organizational review of the Forum to improve the Forum's effectiveness. The Organization Review to Improve Effectiveness was released in November 2005 and in March 2006 the Officials Committee moved to adopt a staged approach to the recommendations in the Review, followed by support from the Executive Committee in November 2006. There were a number of recommendations made. A significant recommendation was the need to implement a project management approach for all project based committee work. Inherent in this recommendation was the need to recruit a skilled Project Manager to lead the implementation of this approach. The Project Fund is jointly funded by Nova Scotia (Office of Aboriginal Affairs) and Canada (Indigenous and Northern Affairs Canada) and administered and managed by the Tripartite Forum Secretariat.

2. Guidelines for Tripartite Forum Project Proposal Submissions

The Tripartite Forum projects shall be reviewed and evaluated in accordance with the objectives, results, and eligibility and project approval criteria as described below:

Objectives and Results
- To provide a means for the Mi'kmaq - Nova Scotia - Canada Tripartite Forum to deliver and carry out its mandate under the Forum's governing documents (Memorandum of Understanding, Terms of Reference and Addendum to MOU).
- To assist Tripartite Forum Working Committees fund projects emanating from their respective work plans in support of the Tripartite Forum Strategic Directions document.
- To provide funding support for unique activities and initiatives that may not fit within existing government program authorities or budget plans and/or to leverage other funding.
- To support Tripartite Forum projects that, whether directly or indirectly, are expected to lead to closing a gap in social and economic outcomes for Mi'kmaq communities and individuals in Nova Scotia.

Eligibility
To be eligible, projects must be developed and led by the working committee and formally submitted by the three Co-Chairs using the project proposal application form (Appendix A) to the Project Manager/Project Review Committee.

Proposals must:
- Meet the committee's work plan objectives and overall Tripartite Forum objectives;
- Directly or indirectly benefit Mi'kmaq community(ies) and individuals in Nova Scotia;
- Due diligence is exercised in identifying, awarding and managing contracts for services, activities, and initiatives identified in project proposals (due diligence is defined as the level of judgment, care, prudence, determination and activity that a person would reasonably be expected to do under particular circumstances);
- Include milestones with associated cash flows;
- Provide quotes of service for any budget line item exceeding $5000;
- A Request for Proposals (RFP) process must be followed for any budget line exceeding $25,000;

- All projects that intend on having a Request for Proposals (RFP) process to hire a consultant should complete the RFP process prior to the submission of the proposal in order to eliminate potential delays. Ensure that in the RFP or job advertisement that it is stated that the contract/position is pending confirmation of funding;
- Ensure all travel follows the Tripartite Forum travel policy;
- Demonstrate that additional funding has been sought beyond the Tripartite Forum Fund for Social and Economic Change;
- Efforts have been made to support First Nation community economies;
- Consideration has been given to communicating to communities;
- Opportunities related to training should be extended to the membership of the Tripartite Forum at their own cost;
- If the project is strictly community based, a Band Council Resolution from the community is strongly recommended;
- The project proposal identifies all funding partners;
- The project requires support from the working committee demonstrated via motion;
- The project proposal has been signed by all current committee co-chairs.

Ineligible expenditures in relation to project proposals submitted include:
- Honoraria;
- In Kind contributions;
- Operational costs;
- Debts (i.e. expenses incurred prior to project approval);
- Activities and initiatives that fall outside of the Forum's mandate and objectives;
- Activities and initiatives that are currently being funded via core tripartite funding to the parties;
- Powwows and annually/regularly occurring gatherings.

Project Approval Criteria
Project approvals will be based on the following criteria:
- Meets objectives and eligibility established in guidelines.
- The project directly contributes to closing a social and economic gap for the Mi'kmaq.
- The application must be complete with sufficient detail for an assessment to occur.

Should demand exceed available funds, priority will be given to projects that:
1. Generate a wide, rather than narrow, range of benefits;
2. Conform more closely to Tripartite Forum objectives.

3. Method of Application

Proposals must have the approval from the submitting committee. Proposals will be submitted to the Tripartite Forum Fund Project Review Committee (Appendix A) through the Project Manager. Project proposals must be submitted to the Project Manager by the set submission date. Those proposals that are received incomplete or past the set date may not be accepted; at the discretion of the Tripartite Forum Project Review Committee.

4. Submission, Evaluation and Review of Projects

- Committees are encouraged to work with the Project Manager in drafting proposals to ensure the project proposal template is complete (Appendix A).
- The proposal must meet all requirements on the proposal checklist (part of Appendix A).
- The proposal will be reviewed and evaluated by the Tripartite Forum Project Fund Review Committee (Appendix B).
- The outcome of the review and the recommendation(s) of the Project Fund Review Committee will be communicated to the submitting committee by the Project Manager.

5. Tracking and Reporting

Progress Reporting demonstrating the completion of identified milestones will be included in the project timeline. Project updates should be provided at each working committee meeting. Efforts will be made to ensure payments are in accordance with deliverables.

End of Project Reporting inclusive of the narrative and financial report, is due upon completion of each project. A final payment will not be released until the committee co-chairs approve the narrative, financials, all project materials, and that all tasks outlined in the contract are completed.

A project narrative demonstrating results and outcomes of the project will be shared with Tripartite Forum membership.

6. Project Extensions, changes of work plan, addressing issues

If there is an unforeseen circumstance that alters the work plan of the project, this must be brought to the attention of the Project Manager. If the Project Manager determines that the overall objectives and deliverables vary greatly from those in the approved proposal and contract, then this will be brought to the attention of the Project Review Committee for final approval.

If timelines alter from those in the signed contract, with the support of the Working Committee Co-Chairs, the Project Lead should circulate a request for an extension to Project Manager. An amended timeline and justification must be provided. Should the Co-Chairs approve the request, it is then forwarded to the Project Review Committee for final approval. Should an extension not be granted, action will be taken according to the signed contract.

7. Project Communications

The Tripartite Forum Communications Officer is responsible for consistency of the communication pieces regarding the Forum, which are communicated externally. During the draft stage of project proposals, committees are encouraged to contact the Communications Officer to discuss their particular communication needs or goals (if any).

The Tripartite Logo will be permitted for project work on the grounds that it is obtained from the secretariat office, and not from an external source. Agendas, backgrounders and draft project

specific materials may use the tripartite logo without the discretion of the Tripartite Forum Communications Officer, under the approval of the sub-committee.

Printed final documents, reports, guides, write-ups, etc <u>must</u> use the Tripartite Forum logo. Any time that the Tripartite Forum is a funding partner (either full or part funder) the Tripartite Forum must be referenced.   A Project Fund Tripartite Forum Brand Guide will be provided to the Project Lead once all communications needs are discussed.

8. Escalation Process Should Issues Arise

Should issues or concerns arise within a project; the following process will be followed:
-   The Project Lead will advise the Co-Chairs and the Project Manager of the issue. The Project Manager will keep the Contractor of the project and the Project Review Committee informed of the issue.
-   Should the issue not be resolved at the committee level and if it is of a contractual nature, the Project Review Committee will make a recommendation to the Contractor on how they would like to see the issue resolved. The Contractor will make the final decision on how to proceed.

Appendix A

MI'KMAQ-NOVA SCOTIA-CANADA TRIPARTITE FORUM
Fund for Economic & Social Change

Project Proposal

Start and End Date of Project (projects must begin and end within the current fiscal year.)	**Start:**	**End:**

1.1 Project Title

1.2 Submitting Committee

1.3 Amount Requested From Project Fund

1.4 Organization Administering Project

1.5 Contact details of Project Lead	
Name	
Job title	
Telephone Number	
E-mail address	

2. PROJECT INFORMATION
Describe the Project including the following:
a) Relevant background information
b) Description of Project
c) Objectives and Expected Results (Describe the expected benefits (or end results) that this project hopes to achieve)
d) Linkages to Committee's Work Plan

3. WORK PLAN

Name each of the project's key activities, describe what will be done and include the anticipated start and end date of the activity, and indicate what the deliverable will be for that activity (ie draft map, meeting providing direction to consultant, draft report)

	Key Activity	Describe Activity with Expected Start and End Dates	Deliverable
1			
2			
3			
4			
5			
(+)			

4. FINANCIAL REQUIREMENTS

4-A) PROJECT COSTS

List all project costs and describe how each amount was calculated in breakdown of costs (i.e. two meeting room rentals at $150 each).

Cost Category	Amount	Breakdown of Costs
Professional and technical services		
Salaries		
Meetings		
Travel		
Communications		
Overhead (Administration)		
Other		

4-B) SOURCES OF FUNDS

List all sources of funds that have been identified to support the above project costs, and if applicable the supported activity.

Funding Source	Amount	Supported Activity

4-C) IN-KIND CONTRIBUTIONS
List the source of in-kind contributions, estimated amounts, and the supported activity.

Source Providing In-Kind	Amount	Supported Activity

4-D) CASHFLOW REQUIREMENTS AND PROJECT MONITORING
Cash flow requirements describe when Project Fund money is required to support the project activities. List the cash flow requirements for the project and the proposed milestone to be met at that time. If the project is approved, demonstration that the milestone has been met will need to be provided to the Project Manager. The Project Fund Committee will monitor milestones at quarterly meetings; if milestones are not met it may impact the release of funds for the project.

Month (Date)	Cash flow Requirement	Associated Milestone Required to Release

4-E) ADVANCES
Describe and provide a rationale for any requests for project fund advances.

5. STATUS OF FUNDING REQUESTS
Describe the status of requests for funding outlined above in question #4–B Sources of Funds.

6. EFFORTS TO SECURE OTHER FUNDING
Describe efforts to access other sources of funding not included in the budget.

7. **SUSTAINABILITY**
   Describe any activities that will need to be undertaken after the project is complete. How will this be done?

8. **TRIPARTITE FORUM STRATEGIC PRINCIPLES**
   The Project Fund is expected to close a gap in social and economic outcomes for Mi'kmaq communities and individuals. Describe how your project meets this principle.

9. **PROJECT ADMINISTRATION**
   Provide contact details of the organization responsible for project administration. This will be the organization contracted to administer the project funds.

10. **COMMUNICATIONS**
    Identify any communication requirements, and, if necessary, how the Tripartite Forum Communications Officer will be engaged.

11. **RISK MANAGEMENT**
    Identify any potential risks for the project and how they will addressed.

12. **PROJECT TEAM**
    Identify the project lead, team members and any resources (ie consultants). Describe the skill base and background of the project team.

13. **PROJECT MONTORING AND REPORTING:**

    A) **Updates on Milestones identified in Section 4 – Cashflow and Milestones – to be provided to the Project Manager. Demonstration that the milestones identified for the project have been met need to be provided to the Project Manager. The Project Fund Committee will monitor milestones at quarterly meetings; if milestones are not met it may impact the release of funds for the project.**

    B) **End of project reporting to be provided to the Project Manager must include:**
       - **Brief paragraph providing a summary demonstrating results and outcomes of the project (will be shared with Tripartite Forum membership).**
       - **Financial statement detailing all project costs and sources of funds**
       - **Copies of all project materials developed**
       - **Other reporting requested at time of project approval**

Submission:
Working Committee

Mi'kmaq Co-Chair   _____   Date   _____

Provincial Co-Chair   _____   Date   _____

Federal Co-Chair   _____   Date   _____

Project Proposal Checklist

To ensure your proposal is complete, confirm it includes the following:

Activity	Complete?
Motion from Working Committee	
Signatures have been obtained from the Committee Co Chairs	
Project Manager has reviewed the proposal and provided feedback	
The Tripartite Forum Communications Officer has reviewed the proposal	
All supporting documents have been attached	
Due diligence has been given in awarding contracts (RFP's, quotes etc.)	
Training opportunities have been offered to all Tripartite Forum partners	
Evidence of community support is provided	
All funding partners are identified	
Due diligence has been given to seeking other funding partners	

Appendix B

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TERMS OF REFERENCE
MI'KMAQ - NOVA SCOTIA - CANADA TRIPARTITE FORUM
TRIPARTITE FORUM FUND PROJECT REVIEW COMMITTEE

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Background

The creation of the Tripartite Forum Fund Project Review Committee is in accordance with the renewal of the Forum supported by the Executive Committee in November 2006.

Vision

Building a foundation for prosperous and healthy Mi'kmaq communities in Nova Scotia by learning and working together through partnership, commitment, and respect.

Mission

Committed to working and learning together in partnership, in a manner that respects the needs of Nova Scotia Mi'kmaq.

Mandate

Under the guidance of the Tripartite Steering Committee, the Tripartite Fund Project Review Committee will discuss, review and provide recommendations on project proposals submitted by Tripartite Forum Working Committees.

Activities

1. Review and recommend projects coming from Tripartite Forum Working Committees under the *Tripartite Forum Fund for Social and Economic Change*.

2. Facilitate communication to ensure Tripartite Forum Working Committees understand the *Guidelines for Tripartite Forum Fund for Social and Economic Change*.

3. In collaboration with the Project Manager and the Communications Officer, the Committee will monitor and report on progress towards objectives to the Executive, Officials, and Steering Committees.

4. Share *Notice of Approval* with the Tripartite Forum working committee co-chairs supporting the project proposal.

Membership Structure

Membership includes:

Voting
Three Steering Committee Co-chairs (Mi'kmaq, Nova Scotia and Canada)
Three Co-chairs drawn from other Working Committees (one Mi'kmaq, one Nova Scotia, one Canada)

Non-voting
>Executive Chair
>Project Manager
>Communications Officer

Working committee co-chairs will have appointed alternates from within the Tripartite Forum in the case that they cannot attend a meeting.

This committee will also follow the Tripartite Forum policy on terms for co-chairs.

Meetings

Meetings will take place on a quarterly basis (or more often as required) and the location will rotate between Mi'kmaq communities whenever possible. Meeting dates will be set in advance and can be changed by consensus in consultation with committee members.

Meetings can alternatively be conducted via teleconference or video conference.

Roles, Responsibilities, and Expectations of Committee Members

The three steering co-chairs will have standing roles on the Project Review committee. The three committee co-chairs will follow the Tripartite Forum policy on co-chair terms.

The Executive Chair will facilitate and chair meetings or delegate to a Steering Committee Co-chair when necessary. The Executive Chair will represent and speak on behalf of the committee at forums and other meetings.

The Project Manager will provide the committee with project proposal summaries and preliminary assessments to assist the committee determine its decision based on the *Guidelines for Tripartite Forum Fund for Social and Economic Change*.

All members are expected to attend regularly scheduled meetings, review proposals prior to meetings and be prepared to participate in discussions related to the proposals.

Decision Making

The committee will make recommendations by way of consensus whenever possible. If a committee member is in disagreement with the recommendation or decision, the minutes will be reflected as such.

A meeting quorum two steering co-chairs and three working committee co-chairs is required to proceed. Decisions must receive a majority vote. Once quorum is established, majority is half of the voting members present plus one (1). In the event of a tie, the Executive Chair will break the tie.

If a committee member has any involvement with a project proposal submitted, they are to leave the room while the project is discussed and the vote takes place. This ensures fairness to the other committees who do not have representation at the table.

Appendix C

Mi'kmaq - Nova Scotia - Canada Tripartite Forum
2006 Strategic Direction Document
Preamble

The purpose of this document is to combine the findings of a number of strategic documents and sessions held over the past few years, and point a concise "way forward" for the working committees and members of the Mi'kmaq•Nova Scotia•Canada Tripartite Forum. In the end, the goal is to focus the work of the Forum and transform good ideas into positive change.

The document should be used to inform each working committees' annual work plan development process. Committees will be informed, by being reminded of the vision of Tripartite Forum, and secondly that committees must connect each work plan goal/objective and project to that vision through the outcomes (and therefore the priorities) of the Tripartite Forum.

In reading this document, we must be aware of two overarching strategic principles for the Tripartite Forum. Fundamental to achieving our collective vision within the Tripartite Forum is an on-going strategic focus on:

- **Ensuring that all our work is grounded in the history, culture and language of the Mi'kmaq nation. As stated at the 2006 AGA in Annapolis Valley - L'nui'ta'simk: the Mi'kmaq way of thinking or doing, and;**

- **Improving the health of Mi'kmaq communities and individuals.**

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Vision:
Building a foundation for prosperous and vibrant Mi'kmaw communities
through partnership, commitment and respect.

Mission:
Committed to working and learning together in partnership, in a manner
that respects the needs of Nova Scotia Mi'kmaq.

Value statements:
Commitment
We are committed to working in open-minded relationships where all
parties strive to reach the organization's vision.

Partnership
We will work together in good faith to build a strong and healthy
Mi'kmaw community that will benefit all Nova Scotians.

Respect
We develop our relationship based on mutual trust and respect,
where we learn and grow together.

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Priorities

Individual and community capacity:
Building the capacity of Nova Scotia Mi'kmaq.

Outcomes:
- Increase the skills of Nova Scotia Mi'kmaq
- Increase participation of Nova Scotia Mi'kmaq in labor market -Increase employment
  of Nova Scotia Mi'kmaw Youth -Increase Mi'kmaq language retention opportunities

Youth:
Ensuring the success of Nova Scotia Mi'kmaw Youth on their path of life-long learning.

Outcomes:
- Increase youth participation on issues and solutions -Increase the number of healthy, active
youth
- Increase youth governance development opportunities

Community:
Ensuring the work of Tripartite Forum is inclusive of communities.

Outcomes:
- Ensure all work is inclusive of, and linked to the communities' needs, priorities and plans
- Increase community participation and input

Relationships:
Building relationships among all partners for today and tomorrow.

Outcomes:
- Maintain links between work of Tripartite Forum and that of Kwilmuk
  Maw-klusuaqn – Mi'kmaq Rights Initiative
- Achieve jurisdictional clarity when required
- Ensure the work of Tripartite Forum considers Mi'kmaq cultural realities

Document use in planning

Working Committees should use this document to help identify practical and concrete initiatives and projects to meet the identified outcomes.

To ensure initiatives do this, we suggest each project meets the **S.M.A.R.T.** model of planning:

    **S – ** Specific
    **M – ** Measurable
    **A – ** Achievable
    **R – ** Realistic
    **T – ** Timely

After setting targets/goals, we also suggest that planning takes into account monitoring of progress and methods of reporting to Official and Executive Committees to ensure accountability.