



Planning for Implementation of Panorama Public Health Information System in Mi'kmaw Health Centres in Nova Scotia

Request for Proposals (RFP)

RFP Issue Date	March 14, 2022
Contact Name and Information	Stacey Lewis Tajikeimik (Mi'kmaw Health and Wellness) taji@mhwns.ca
RFP Response Date	12:00 noon (AST) on April 4, 2022

Tajikeimik is seeking proposals to carry out planning for implementation of the Panorama public health information system in Mi'kmaw Health Centres in Nova Scotia.

TAJIKEIMIK

Tajikeimik is the new and developing health and wellness organization being created to lead health transformation for Mi'kmaw communities in Nova Scotia. Health transformation is the process of the Mi'kmaq of Nova Scotia taking control of the design and delivery of health and wellness services to improve overall health for individuals and communities.

Tajikeimik, as a new “health authority” in Nova Scotia, is recognized alongside IWK and Nova Scotia Health Authority. It is working on behalf of Mi'kmaw communities, and is guided by the 13 Chiefs, the Mi'kmaw Grand Council and Health Directors.

Chiefs and Health Directors in Nova Scotia have long been working in their communities, and with Mi'kmaw organizations and government health partners, to address gaps in health services and improve wellness. This work has created a strong foundation to build health transformation, with a collective vision for Tajikeimik.

Planning for Tajikeimik, the new health and wellness authority, began a number of years ago. In February 2017, the Nova Scotia Mi'kmaw Chiefs passed a motion to establish a health authority and, by November 2017, all thirteen First Nations communities in Nova Scotia passed BCRs/MCRs to signify their support. In 2019, a proposal was developed, outlining the path forward to create a Mi'kmaw health authority in Nova Scotia. The proposal was approved by Indigenous Services Canada and funding was provided to support the transition pathway planning and implementation.

Beginning in September 2020, a trilateral governance structure to support health transformation was created and work was initiated on the development of a Memorandum of Understanding to guide the process. In July, 2021, Indigenous Services Canada committed funding over the next two years to support Tajikeimik in moving forward with the next phase of health transformation.

Tajikeimik is in the process of becoming incorporated and is currently being hosted as a project of the Ulnooweg Development Group. Ulnooweg is a non-profit organization, the members of which are the Chiefs of Atlantic Canada, that provides loans, support services and educational programs for Indigenous entrepreneurs and community enterprises; and connects Indigenous communities with the philanthropic sector.

BUSINESS DRIVER

Panorama supports the vision of a comprehensive, integrated public health information system designed for public health professionals. The system is designed to help professionals work together to

more effectively to manage vaccine inventories, immunizations, communicable disease investigations and outbreaks, and family health. According to Canada Health Infoway, in 2019 Panorama modules were live in provinces covering more than 75% of the Canadian population.

In 2017-2018, Nova Scotia implemented three Panorama modules: Vaccine Inventory, Immunizations, and Investigation and Outbreak Management. Panorama is interfaced with Nova Scotia's Client and Provider Registries which uniquely identify patients and demographic information. It is also interfaced with the province's laboratory information system. Panorama is also connected to the Nova Scotia School Information System to support the delivery of the Public Health School Immunization Program.

Panorama has been implemented in Public Health Offices across Nova Scotia Health (NSH) and in the Department of Health and Wellness (DHW). The Province of Nova Scotia has a goal of developing a fully functioning immunization registry which includes providing Panorama access to First Nations, primary care providers, hospital information systems and pharmacies, and providing immunization data from and to electronic medical records.

Mi'kmaw health centres in Nova Scotia provide the vast majority of immunizations to Mi'kmaw people in Nova Scotia. Nursing staff at the Mi'kmaw health centres provide infant series, preschool, and routine immunizations across the lifespan as well as mass immunization clinics during pandemic or communicable disease emergencies. Nurses in Mi'kmaw health centres also collaborate closely with Public Health Offices to provide timely and culturally safe communicable disease contact tracing and case management in Mi'kmaw communities. Mi'kmaw health centre staff who serve in a public health role, however, do not have equitable access to clinical information within the circle of care. This leads to delays in care, gaps in communication, poorer health outcomes, and puts Mi'kmaw communities at greater risk of outbreaks. The COVID-19 global pandemic has highlighted the dire need for a fully functioning and integrated electronic public health record in Nova Scotia which is accessible to Mi'kmaw health centre staff who serve in a public health role.

Building on the strong relationships and partnerships forged between First Nations, DHW and NSH during the COVID-19 response, the eventual deployment of Panorama in First Nations health centres will allow Mi'kmaw and provincial public health partners to more effectively share and manage public health information within the circle of care, strengthen community-based surveillance capacity, and ultimately lead to better care, communication and health outcomes for Mi'kmaw communities and all of Nova Scotia. Other expected benefits include:

- improved productivity and effectiveness of Mi'kmaw health centre and NSH Public Health Services staff;
- improved accuracy and cost effectiveness of the public health system across the province and within Mi'kmaw communities;
- improved disease prevention;
- improved management of disease and major outbreaks;
- improved supply chain management and associated cost savings.
- improved and streamlined public health surveillance data collection and reporting.

PROJECT PURPOSE

The purpose of this project is to carry out pre-implementation planning activities required for the eventual successful implementation of Panorama in Mi'kmaw health centres in Nova Scotia.

PROJECT INFORMATION

Project Name

Planning for Implementation of the Panorama Public Health Information System in Mi'kmaw Health Centres in Nova Scotia

Project Description

The successful proponent will work with the project partners (Nova Scotia Mi'kmaw health centres, Tajikeyimik, Nova Scotia Department of Health and Wellness, and the Nova Scotia Health Authority) to carry out pre-implementation planning activities required for the eventual successful implementation of Panorama in Mi'kmaw health centres in Nova Scotia.

Project Goals

The goals of this project are:

1. To clarify the roles and responsibilities of Mi'kmaw health centres, Tajikeyimik, Nova Scotia Health, Nova Scotia Department of Health and Wellness, and Indigenous Services Canada in relation to vaccine inventory, immunizations, communicable disease investigation and outbreak management, and public health surveillance and reporting in Mi'kmaw communities in Nova Scotia;
2. To better understand Mi'kmaw health centres' current business processes, needs and goals in relation to vaccine inventory, immunizations, communicable disease investigation and outbreak management, and public health surveillance and reporting;
3. To identify how Panorama can help support/enhance the way Mi'kmaw health centres manage vaccine inventories, immunizations, communicable disease investigations, outbreaks, and public health surveillance as well as support the health centres and NSH Public Health to work together more effectively;
4. To identify which health centre roles require access to Panorama, the modules that are required, the level of access required, and to prioritize order of implementation;
5. To increase knowledge of Panorama and its functionality among staff at Mi'kmaw health centres;
6. To increase understanding among partners of the resources and time commitment that will be required to implement Panorama in Mi'kmaw health centres;
7. To identify any legislative changes, policy changes, and/or data sharing agreements that may be required to successfully implement Panorama in Mi'kmaw health centres;
8. To identify opportunities for collaboration that might be supported through implementation of a shared public health information system.
9. To increase readiness and secure partner commitment for implementation of Panorama in Mi'kmaw health centres.

Description of Activities and Deliverables

The successful proponent will work directly with the Project Steering Committee and Project Team to carry out the following key **activities**:

1. Conduct a jurisdictional scan to gather information from other jurisdictions in Canada where Panorama has been deployed in First Nations health centres (ex: New Brunswick, British Columbia, Manitoba and Saskatchewan) in order to learn about challenges, critical success factors, and key learnings in those jurisdictions.
2. Work with Panorama “Super Users” from NSH Public Health to carry out Panorama orientations/demonstrations with community health staff from the 13 Mi’kmaw health centres in order to build an understanding of Panorama capabilities, limitations, functionality, and training requirements.
3. Gather information about, analyze and document current relationships, roles and responsibilities of Mi’kmaw health centres, Tajiikeimik, Nova Scotia Health, Nova Scotia Department of Health and Wellness, and the First Nations and Inuit Health Branch of Indigenous Services Canada in relation to vaccine inventory, immunizations, communicable disease investigation and outbreak management, and public health surveillance and reporting in Mi’kmaw communities in NS;
4. Document Mi’kmaw health centres’ current business processes, needs and goals in relation to vaccine inventory, immunizations, communicable disease investigation and outbreak management, and public health surveillance and reporting; it is important to note that business processes vary between health centres.
5. Provide an assessment of which Panorama modules could enhance current business processes and support Mi’kmaw health centres’ needs and goals in relation to managing vaccine inventories, immunizations, communicable disease investigations, outbreaks, and public health surveillance as well as support Mi’kmaw health centres and NSH Public Health to work together more effectively.
6. Work with project partners to prioritize of the order of implementation (ex: modules, communities), identify health centre roles that require access to Panorama, and identify required access options (ex: read-only or full access).
7. Provide an assessment of the legislative changes, policy changes, and/or data sharing agreements that will be required to successfully implement Panorama in Mi’kmaw health centres and address jurisdictional issues that are unique to Mi’kmaw health care service delivery.
8. Conduct a detailed technical needs analysis including an assessment of hardware, software, and network requirements for implementation of Panorama at Mi’kmaw health centres;
9. Carry out a budget analysis to determine budget requirements for successful implementation of Panorama in Mi’kmaw health centres.
10. Use information gathered through the business and technical requirements to develop a Panorama Implementation Project Plan. The Project Plan will provide a detailed roadmap for successful implementation of Panorama in Mi’kmaw health centres.
11. Develop a Project Charter for the implementation of Panorama in Mi’kmaw communities.

The successful proponent will work directly with the Project Steering Committee and Project Team to achieve the following **deliverables**:

Deliverable	Description
Jurisdictional Scan	The jurisdictional scan will gather information from other jurisdictions in Canada where Panorama has been deployed in First Nations health centres (ex: New Brunswick, British Columbia, Manitoba and Saskatchewan) in order to learn about challenges, critical success factors, and key learnings in those jurisdictions.
Panorama Orientation/Demonstration Sessions	Work with Panorama “Super Users” from NSH Public Health to carry out Panorama orientations/demonstrations with community health staff from the 13 Mi’kmaw health centres in order to build an understanding of Panorama capabilities, limitations, functionality, and training requirements.
Detailed Business and Technical Requirements Assessment	<p>The business and technical requirements assessment will include:</p> <ul style="list-style-type: none"> - Documentation and analysis of current relationships, roles and responsibilities of Mi’kmaw health centres, Tajiikeimik, Nova Scotia Health, Nova Scotia Department of Health and Wellness, and Indigenous Services Canada in relation to vaccine inventory, immunizations, communicable disease investigation and outbreak management, and public health surveillance and reporting in Mi’kmaw communities in NS; - Documentation and analysis of Mi’kmaw health centres’ current business processes, needs and goals in relation to vaccine inventory, immunizations, communicable disease investigation and outbreak management, and public health surveillance and reporting. This will include mapping current workflows to identify the people, processes and tools that are currently used at each health centre to manage communicable diseases, outbreaks, immunizations, vaccine inventory and public health surveillance and reporting; identifying what works well and what processes or workflows need improvement. - Analysis of how the Panorama information system can enhance current business processes and support Mi’kmaw health centres’ needs and goals in relation to managing vaccine inventories, immunizations, communicable disease investigations, outbreaks, and public health surveillance as well as support Mi’kmaw health centres and NSH Public Health to work together more effectively. - Assessment of which Panorama modules are required by Mi’kmaw health centres and prioritization of the order of implementation, identification of which health centre roles

	<p>require access and required access options (ex: read-only or full access).</p> <ul style="list-style-type: none"> - Assessment of legislative changes, policy changes, and/or data sharing agreements that will be required to successfully implement Panorama in Mi'kmaw health centres and address jurisdictional issues that are unique to Mi'kmaw health care service delivery. - Detailed technical needs analysis including an assessment of the current and required hardware, software, network, and IT support needed at each Mi'kmaw health centre to successfully implement the required Panorama modules.
Detailed Project Plan for Implementation of Panorama in Mi'kmaw Health Centres	Information gathered through the business and technical requirements assessments will be used to evaluate gaps in business processes and technology and inform the development of a Project Plan for the implementation of Panorama. The Project Plan will provide a detailed roadmap for the successful implementation of Panorama in Mi'kmaw health centres including specifics on project goals, objectives and approach; project scope; technology requirements; technological standards and architecture; a detailed change management to properly prepare Mi'kmaw health centres for a smooth transition to Panorama and continued training and support; assumptions, constraints, and dependencies; risk assessment and management plan; critical success factors; detailed implementation budget; detailed timeline, milestones and deliverables; performance measures; project governance approach; and a detailed implementation budget.
Implementation Project Charter	An Implementation Project Charter will be prepared for signature by all Project partners.

Project Roles and Responsibilities

Project Role	Responsibilities	Type of Resource
Project Sponsor	<p>Assumes ultimate authority over the project and provides high-level direction and resolves escalated issues.</p> <p>Ensures that the results of the project are aligned with the business objectives, vision, and strategy of Mi'kmaw health centres and Tajikeyimik.</p>	Tajikeyimik

	<p>Participates in Project Steering Committee meetings.</p> <p>Provides ultimate budget decision-making.</p> <p>Works with the Project Lead and consultant to establish and maintain a strong project governance structure.</p> <p>Participates and provides input into deliverables.</p> <p>Approves final deliverables.</p> <p>Collaborates with the Project Lead, Steering Committee, and Consultant to resolve issues and mitigate risks.</p>	
Steering Committee	<p>Provides overall guidance to the project including ongoing direction based on partner organization's/group's needs.</p> <p>Members act as vocal and visible project champions and help to resolve project issues within their representative organizations.</p> <p>Members negotiate the involvement of other personnel within their organizations as required.</p> <p>Identifies project issues and risks, and communicates them to the Consultant and Project Lead.</p> <p>Reviews and provides input/feedback on specific deliverables. Approves project deliverables.</p> <p>Approves project scope changes.</p> <p>Other roles as determined through terms of reference development.</p>	<p>Mi'kmaq of NS Health Directors</p> <p>Tajikeimik</p> <p>NSDHW (Digital Health, Analytics & Privacy and Public Health)</p> <p>NSH (Public Health Services)</p> <p>Members of the successful proponent's team</p>
Project Lead	<p>Acts as the primary day-to-day point of contact in Tajikeimik for the Project Sponsor and Consultant.</p> <p>Identifies project issues and risks and communicates them to the Project Sponsor.</p> <p>Collaborates with the Consultant to resolve issues and mitigate risks.</p> <p>Attends Steering Committee and Project Team meetings.</p>	<p>Tajikeimik</p>

	<p>Supports the Steering Committee and Project Team as necessary.</p> <p>Escalates issues to Project Sponsor.</p> <p>Reviews and contributes to final deliverables.</p> <p>Works with the Project Sponsor to ensure that the results of the project are aligned with business objectives, vision, and strategy of Mi'kmaw health centres in NS and Tajiikeimik.</p> <p>Will be available to provide direct response to enquiries from the Successful Proponent.</p> <p>Provides the Consultant with relevant information and resources required to complete the work outlined above.</p>	
Project Team	<p>Provides guidance to this work based on partner organization's/group's needs.</p> <p>Supports the successful proponent to execute tasks and produce deliverables outlined in the Project Plan.</p> <p>Identifies project issues and risks, and communicates them to the Consultant and Project Lead.</p> <p>Reviews and provides input/feedback on specific deliverables.</p> <p>Escalates issues within representative organization as needed.</p> <p>Other roles as determined through terms of reference development.</p>	<p>Mi'kmaw Health Centres</p> <p>Tajiikeimik</p> <p>NSDHW (Digital Health, Analytics & Privacy and Public Health)</p> <p>NSH (Public Health Services)</p> <p>Members of the successful proponent's team</p>
Consultant(s)	<p>Ensures that key project management processes are undertaken and completed (project initiation, planning, executing, controlling & monitoring, and closure). Supports ongoing operations for the project (e.g. organizing, chairing meetings, documentation etc.)</p> <p>Ensuring appropriate reporting and decision-making structures are followed.</p>	<p>Successful Proponent to this RFP</p>

	<p>Tracks professional services budget and provides monthly updates and forecasts.</p> <p>Ensures that quality project deliverables are completed on time.</p> <p>Works with the Project Sponsor and Project Lead to ensure that the results of the project are aligned with business objectives, vision, and strategy of the Tajikeimik and project partners.</p> <p>Oversees any work that is contracted under this RFP.</p> <p>Incorporate feedback from Tajikeimik and project partners into project deliverables.</p> <p>Ensure the project methodology and process is open, participatory and transparent between the Consultant, Tajikeimik, and project partners.</p> <p>Identify and raise any concerns or issues with the Tajikeimik Project Lead in a timely manner and suggest solutions to help resolve problems.</p>	
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Timeframes

The following timetable outlines the anticipated schedule of the proposal and contract process. The timing and sequence of events may vary and shall ultimately be determined by Tajikeimik and the selection committee.

Item	Target Date
Request for Proposal Issued	March 14, 2022
Deadline for Request for Proposal Submission	April 4, 2022, 12:00 noon (AST)
Anticipated Date for Proposal Evaluation to be Completed	April 18, 2022
Anticipated Start Date for Contract	April 27, 2022

Ownership of Program Materials

Tajikeimik will have complete and full ownership and use of all reports and materials (“works”)

produced by the firm under this contract and shall have copyright therein. In consideration of entering into this agreement, the contractor must agree, in writing, to waive all moral rights (as defined by the *Canadian Copyright Act*) in any works in which copyright exists.

Potential for Additional Work Engagement

Please note that there may be opportunities to engage the proponent in other pieces of work related to this initiative (e.g., privacy impact assessment, policy development).

REQUEST FOR PROPOSAL INFORMATION

Understanding of Objectives, Scope and Service Requirements

The proposal should include a summary of the proponent’s understanding of the service requirements specified in this RFP. This content should be expressed in the proponent’s own words and not simply recite the requirements specified in this document.

Demonstrated Experience, Expertise and Qualifications of the Proponent and the Proponent’s Resources

The proposal should include the following information:

1. A description of the proponent’s experience as it relates to the specific goals and deliverables of this project and the company’s ability to deliver on all aspects of the activities and deliverables as outlined in the document, particularly as it relates to the demonstrated experience requirements detailed in the table below.

In addition, please include a minimum of three (3) reference projects of similar type and scope, including project description, contact person, email and phone number of the owner of the project. References from projects with Indigenous organizations will be considered an asset. Proponents should assume that references will be contacted.

2. Clear description of the experience and qualifications of all project resources/staff (including subcontractors) who will be materially involved in this project. Provide evidence of demonstrated experience and qualifications of assigned project staff and subcontractors, particularly in relation to the demonstrated experience requirements detailed in the table below.

Include a minimum of three (3) references, including contact information, for all resources/staff (including subcontractors) who will be materially involved in the project.

Business Analytics	<ul style="list-style-type: none"> - Demonstrated experience in analyzing organizational workflow processes, business processes, efficiency, and identifying areas of improvement and design solutions to fit the organizations’ needs (health system preferred). - Demonstrated experience in analyzing data, drawing
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	<p>business-relevant conclusions, developing clear, concise documents for multiple audiences including for core partners and staff.</p> <ul style="list-style-type: none"> - Demonstrated knowledge of and experience working on system matters that influence system design, governance and management (health system preferred).
Project management	<ul style="list-style-type: none"> - Demonstrated experience with project management and iterative user-centred design approaches. - Demonstrated experience coordinating multiple, diverse partners towards creating a common plan.
Digital health	<ul style="list-style-type: none"> - Demonstrated experience with digital health initiatives.
Health care context	<ul style="list-style-type: none"> - Experience working with healthcare organizations and systems, within the past three years. - Experience working with similar groups of stakeholders as outlined below: <ul style="list-style-type: none"> o Indigenous health service organizations, health authorities, and provincial health departments.
Working with Indigenous Communities	<ul style="list-style-type: none"> - Demonstrated experience working with Indigenous communities and/or organizations - Demonstrated experience working with Indigenous communities/organizations on projects with similar goals, objectives, and deliverables.

Project Staffing and Resource Management Plan

The proposal should describe how the project will be staffed and who will carry out key tasks. This includes identification of the project lead and other key staff who will be assigned to the project. If subcontractors are to be utilized in the achievement of deliverables, that should be clearly stated in the proposal. Identify where project resources/staff and subcontractors are located.

The proposal should also include a resource management plan that describes:

- a) the process the proponent will take to ensure that the resources assigned to this project will be available for the duration of the project.
- b) the process the proponent will employ to resolve a situation where the client concludes that an assigned resource is not performing their responsibilities adequately.
- c) the process that will be used for including the client in the selection of replacement resources and for securing client approval.

Approach, Process, Methods and Detailed Project Work Plan

Proposals must include a detailed approach and description of the work plan that the proponent will utilize to achieve the deliverables outlined in this document. This should include:

- A detailed outline of the work to be carried out by specific steps, identifying results after each

phase, including project management details. A Gantt chart, with expected completion dates for each phase of the project, should be included with the work plan.

- A description of the methodology/approach to be used including any innovative solutions, tools and techniques.
- The number of meetings proposed with the Project Steering Committee and Project Team during various phases.

Please note that the successful proponent will be expected to provide regular reports on progress to the Project Steering Committee and Project Team throughout the duration of the contract. This will include regularly scheduled meetings.

Project Cost and Detailed Budget

Proponents must provide a comprehensive quote for this project, itemizing all components of the project in a detailed budget. This should include all costs required to plan, execute, and complete this project such as professional fees, travel (based on Treasury Board rates), etc. Describe how location of project resources/staff (including subcontractors) will impact budget.

Prices will be for the entire contract period unless this document specifically states otherwise.

Prices quoted must be in Canadian dollars.

Indigenous Inclusion

The project should be approached from a Mi'kmaw community and cultural worldview and proponents should outline in their proposal how this will be included within their approach and methodology. Proponents are also encouraged to include Indigenous content and/or partnership in their proposals. This may include a description of business ownership of the proponent, partnerships with Indigenous companies, and Indigenous employees participating on the project.

Evaluation Criteria

The proposal must meet **all** the following mandatory criteria. If the proposal fails to meet **any one** of these criteria, as assessed by the evaluators, it will receive no further consideration during the evaluation process and will be deemed non-compliant.

Mandatory Criteria	Pass/Fail
<p>Proposal Submitted by Deadline Proposal submitted by 12:00 noon (AST) on Monday, April 4, 2022.</p>	
<p>Budget in Canadian Dollars Submitted Must be submitted in Canadian dollars (CDN). Vendors will submit a comprehensive quote for this project, itemizing all components of the project in a detailed budget.</p>	

<p>Demonstrated Expertise and Experience</p> <p>The proponent must provide clear evidence and supporting documentation of assigned staff's/resources' (including sub-contractor's) demonstrated expertise and experience with similar projects, particularly in relation to the demonstrated experience requirements detailed in the table on pages 11-12.</p>	
<p>Indigenous Inclusion</p> <p>The project should be approached from a Mi'kmaw community and cultural worldview and proponents should outline in their proposal how this will be included within their approach and methodology. Proponents are also encouraged to include Indigenous content and/or partnership in their proposals. This may include a description of business ownership of the proponent, partnerships with Indigenous companies, and Indigenous employees participating on the project.</p>	

Those proposals which have met the mandatory submission requirements will be further evaluated by a selection committee according to the following points system:

Item	Points
Demonstrated Experience/Expertise	30
Detailed Project Work Plan	20
Ability to Deliver on the Project	20
Budget	10
Indigenous Inclusion	20
Total Points	100 Points

Tajikeimik reserves the right to reject any or all proposals and not necessarily to access the lowest priced proposal. Tajikeimik also reserves the right to waive informality or technicality in any proposal.

Tajikeimik will be solely responsible for the decision as to which proposal may be chosen as successful. Tajikeimik also reserves the right to accept any or all parts of a proposal.

At the conclusion of the selection process, all proponents will be notified.

Proposal Preparation

The working language for the purposes of this scope of work is English and all responses must be in English.

Each firm must ensure that the proposal is signed by a person authorized to sign on behalf of the company.

All notices and correspondence will be sent to the principal contact identified in the proposal submission unless a request is made for Tajikeimik to correspond with someone other than the principal contact.

The firm will not change the wording of its proposal after closing and no words or comments will be added to the proposal unless requested by Tajikeimik for purposes of clarification.

Proposals will be open for acceptance for at least 90 days after the closing date.

Proposal Closing Date

Proposals must be received no later than 12:00 noon (AST) on Monday, April 4, 2022.

Late proposals will not be accepted. Proposals must be submitted electronically, using “Tajikeimik – Planning for Implementation of Panorama in Mi’kmaw Health Centres” as the subject line to:

Tajikeimik

Attention: Stacey Lewis, Tajikeimik

taji@mhwns.ca

Proposals should be e-mailed in either Word or PDF format.

Proponents requiring further information about the project should contact Stacey Lewis at taji@mhwns.ca. In the interest of fairness, all questions will be answered in writing to all known respondents or potential respondents. Potential respondents who wish to receive responses to questions are asked to make their interest known to Stacey Lewis at taji@mhwns.ca.

CONTRACT

Tajikeimik will execute a contract with the successful proponent detailing the terms and conditions for the project.

Notice in writing to a company that it has been identified as the successful proponent and the subsequent full execution of the written contract will constitute a contract for the goods or services and no firm will acquire any legal or equitable rights or privileges relative to the goods or services until the occurrence of both such events.

The project will be completed upon acceptance of the successful execution of the deliverables outlined.

METHOD OF PAYMENT

Payment will be made on the basis of invoices submitted for work completed. The proposal should suggest a payment schedule linked to specific steps in the planning and coordination of this project. The schedule should be in accordance with provincial and federal funding agencies with 10% of the gross amount payable held back to be released upon acceptance of the final project deliverables by Tajikeimik.

TERMS AND CONDITIONS OF THE RFP PROCESS

Ownership of Proposals and Freedom of Information

All documents, including proposals, submitted to Tajikeimik, become the property of Tajikeimik. They will be received and held in confidence by Tajikeimik in adherence to Ulnooweg's Privacy Policy.

Cancellation or Amendment of RFP

Tajikeimik, Ulnooweg Development Group reserves the right to cancel, amend, or change the RFP.

Tajikeimik reserves the right to reject any or all proposals submitted or to accept a part of the proposal considering the best interests of the organization. No obligation to enter into a contract with any company is expressed or implied and Tajikeimik reserves the right to terminate the process without award of a contract. Tajikeimik will not be liable to any applicants for any claims, whether for costs or damages incurred by the proponent in preparing the proposal, loss of anticipated profit in connection with any final contract, or any other matter whatsoever.

Costs Incurred by Proponent

Tajikeimik will not be responsible for costs incurred by the proponent in the preparation and submission of the proposal nor in the negotiation, if any, of the final contract.

Liability for Errors

While Tajikeimik has used considerable effort to ensure an accurate representation of information in this document, the information is supplied solely as a guideline for consultants. The information is not guaranteed or warranted to be accurate by Tajikeimik, nor is it necessarily comprehensive or exhaustive. Nothing in this document is intended to relieve consultants from forming their own opinions and conclusions with respect to the matters addressed in the scope of work.

Modification of Terms

Tajikeimik reserves the right to modify the terms of this engagement at any time in its sole discretion. This includes the right to cancel this request for proposals at any time prior to entering into a contract with the successful firm.

Use of Statement of Work

This document, or any portion thereof, may not be used for any purpose other than the submission of proposals.

Confidentiality of Information

Information pertaining to Tajikeimik obtained by the firm as a result of participation in this project is confidential and must not be disclosed without written authorization from Tajikeimik.