



N A C C A

REQUEST FOR PROPOSAL (RFP)

Quality Assurance Review

Indigenous Entrepreneurship Program

DEADLINE FOR SUBMISSIONS:

JULY 15, 2026, 8PM EST

Proposals are to be submitted to Christian Sherring, Data Analytics and Systems Officer,
csherring@nacca.ca



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1.0 Request for Proposal

The National Aboriginal Capital Corporations Association (NACCA), Indigenous Entrepreneurship Program (IEP), is seeking a contractor to conduct a Quality Assurance Review (QAR) of a sample of the Indigenous Financial Institution (IFI) network.

2.0 Background and Context

The previous QAR was completed in 2018-2019, and the upcoming QAR will focus on Program Delivery Partners (PDPs) and the Community Futures Development Corporations (CFDCs) of the IFI network. The QAR will involve the review of 15-20% of eligible complete files or projects from April 1, 2023, to March 31, 2026. The programs involved in this QAR include the Developmental Lending Assistance Program (DLA), the Business Financing Program (BFP), and the Interest Rate Buy-Down Program (IRB).

2.1 About NACCA

The National Aboriginal Capital Corporations Association (NACCA) is a network of over 50 IFIs across Canada that is dedicated to stimulating economic growth for all Indigenous people in Canada.

2.2 Indigenous Entrepreneurship Program

The Indigenous Entrepreneurship Program (IEP) administers and delivers NACCA's core programming to more than 50 IFIs across Canada. These programs include:

- **Business Financing Program**, a non-repayable contribution program allowing Indigenous entrepreneurs to access up to \$99,999 and communities up to \$250,000.
- **Developmental Lending Assistance Program** providing IFIs with capital to support the growth and stabilization of their loan portfolios through a 13% subsidy on eligible loans.
- **Interest Rate Buy-Down program** covers the cost of interest for IFIs if they receive other sources of capital to assist in the cost of borrowing for loan portfolio growth.
- **Capacity Development Program** provides up to \$37,500 per IFI for strategic initiatives and training for their staff, and up to \$25,000 over three years for Strategic Planning.

2.3 Quality Assurance Review





The framework for the QAR will consist of a two phased approach, which includes on-site location meetings with the specified IFIs, meeting with Officers and GMs regarding due diligence process and criteria assessment analysis. The intended goal is to identify best practices for future program enhancements and to assess inherent risks at PDPs and CFDCs.

3.0 Project Description

The selected consultant will oversee a file-based review, both qualitative and quantitative, of NACCA's funded projects as part of an ongoing effort to improve program delivery.

- **BFP – Elements to review include pre-approvals of loans, authorization of approvals, letters of offer, amendments and payments.**
 - Specifically reviewing capital project and business plan files that were approved from April 1, 2022, to March 31, 2025.
 - Confirming projects have necessary documentation, have had proper due diligence in review and recording of important information.
 - Confirming pre-disbursement and payment conditions are met including review of required invoices, proofs of payment, and amendments to procedures are adhered to and documented.
- **DLA – Elements to review include eligibility requirements of loans supported through DLA, authorization of those loans, and subsequent payment conditions are met.**
 - This will entail reviewing loans that were approved, disbursed, and supported under DLA from April 1, 2022, to March 31, 2025.
 - Confirming that loans have required documentation, the risk rating is properly recorded and fits eligibility requirements, proper authorizations are in place, and proofs of payment should be on file.
- **IRB – Elements to review include project eligibility, approval conditions are met, and reporting is up to date.**
 - Specifically reviewing projects that were approved and disbursed from April 1, 2022, to March 31, 2025.
 - Confirming that projects have required documentation, IFI authorizations, and reporting is on file.
- **CFDCs – Review of the Community Futures Development Corporations within the IFI network will take place to understand each individual**



CFDC’s liquidity ratios, line of credits on file, and developmental lending portfolios.

- Additional elements to review will include organizational capacity of CFDCs such as staffing and developmental lending capabilities.

3.1 IFIs Identified

22 Program Delivery Partner IFIs

17 Community Futures IFIs

39 IFIs Total

4.0 Project Duties

Planning:

- Apply a consistent approach across reviews of all IFIs in the QAR.
- Create a structured approach that ensures all necessary information is captured.
- Prioritize qualitative and quantitative metrics that are pertinent to the elements of each program identified in the project description.
- An important aspect will be to review contribution applications and agreements.

Example Qualitative Measures	Example Quantitative Measures
<ol style="list-style-type: none"> 1. Percentage of projects that have all required documentation on file. 2. Percentage of projects that received funding disbursements without necessary documentation. 3. Number of BPRs conducted based on the number of files reviewed. 4. Management of cashflow at each IFI based on their program expenditures, project pipeline, and disbursed projects. 5. Funding agreement compliance (Annexes). 6. Early pay-off rates of BFP projects. 	<ol style="list-style-type: none"> 1. Policies and procedures for authorizing a project. 2. Number of IFI staff involved in each project. 3. Authorization policies for disbursements of payments. 4. Alignment between policy and actual approval decisions based on projects reviewed. 5. Time to decision for projects reviewed (time from application to disbursement of payment). 6. Consistency in document verification (variance in process between projects reviewed) 7. Vulnerable client protections (per # of files reviewed)

Implementation:

- Review of objectives and outcomes will be completed by the IEP team in conjunction with the selected contractor.
- The implementation will entail review of necessary documentation to bring to each IFI, outlining the process for assessing both PDPs and CFDCs, and the collection of required data.
- Once planning for the QAR is completed, outreach will begin to visit IFIs. Going in person to each PDP and CFDC will be done by region.

Reporting and Monitoring:

- Collaborate with IEP team to plan objectives and specific timelines for QAR. Travel to each IFI will be grouped by region to maximize efficiency of in person visits.
- The selected contractor will report back to the IEP team on a regular basis, for instance, for every 5-10 IFIs visited NACCA will receive a progress report.

5.0 Reporting and Final Deliverables

The final deliverable will be a conclusive report highlighting all key data metrics pertaining to program improvement. Below is an outline of the final deliverables NACCA is seeking from this QAR cycle.

- **Qualitative Data:**
 - Staffing and structure of each IFI, this will assist in NACCA's understanding of the network's capacity, where employment gaps are most common, and how NACCA can better assist IFIs in hiring processes, governance structuring, and in assigning designated signing authorities.
 - A review of each IFI's timelines and processes for receiving loan applications, reviewing and mentoring entrepreneurs, and approving or screening of loans. It will be beneficial for NACCA to better understand the variety of loan application processes that are being utilized across the network. As well as recognizing the time, effort, and due diligence that goes into every loan application and approval process.

- From the sample of files reviewed, NACCA will be seeking information related to barriers that are commonly encountered at each IFI in loan application and approval processes.
- For the loans or projects that are reviewed, it will be important to keep track of and take note of the processes being used at each IFI for screening and approving loans. This will include the documentation, checklists, and securities placed on each loan.
- Other examples of qualitative data are explained above in section 4.0.
- **Quantitative Data**
 - For each IFI reviewed in this QAR cycle, it will be important for NACCA to receive data relating to the % of projects reviewed that are in default, have missed payments, or have been decommitted.
 - The average size of each project from the sample reviewed, including the total amount leveraged, the loan term, the interest rate, the repayment period, and the disbursement period.
 - The number of jobs created or expected to be created from each project reviewed, as well as any other employment related information such as labour income.
 - Other examples of quantitative data are explained above in section 4.0.

6.0 Timeline for Project

It is anticipated that work will be expected to commence by no later than September 30, 2026, and to be completed by no later than September 30, 2027.

7.0 Qualifications

- Previous experience conducting financial quality assurance reviews is an asset.
- Financial analysis and experience in developmental lending or commercial lending is an asset.
- Experience with Indigenous relations and or community visits is an asset.
- Minimum of a bachelor's degree is required.
- Minimum of 5 years experience in report writing is required.

8.0 Proposal Submission



Interested consultants or firms are invited to submit proposals including:

- **A cover letter and statement of interest**
- **Resume or organizational profile**
- **Report or QAR example**
- **Two references**

Submit all documents via email to the Project Lead:

Christian Sherring, Data Analytics and Systems Officer, NACCA

csherring@nacca.ca

Deadline: July 15th, 2026, by 8:00pm EST