Guidelines

Land Management Organisational Support

1. Glossary

- "Administration" refers to the administration of the First Nation community under which the Lands Management entity operates.
- "Applicant" refers to the individual who completes the application to access the program, or the entity on behalf of which this individual is applying.
- "Consultants" refer to the team mandated to support member organisational efficiency within the scope of this program.
- "FNLMAQL" refers to the First Nations Lands Managers Association for Québec and Labrador.
- "Member" refers to any First Nation community with membership to the FNLMAQL.

2. Overview

2.1   Purpose

The Land Management Organisational Support program offers custom professional support to help member communities strengthen their land management organisational capacity.

The program follows a two-step process:

Assessment: Expert consultants will conduct a high-level review of the effectiveness of the land management team's current operations. This assessment will result in actionable recommendations in areas such as processes, documentation, communication, and collaboration.

Implementation: Based on the assessment, consultants will support the applicant and their team in implementing one key recommendation by developing a tailored tool or template.

Through this approach, the program helps build internal expertise in areas such as, but not limited to, project management, proposal writing, budget tracking, reporting, and administrative systems. In doing so, the program supports long-term community development and economic recovery.

2.2   Effective Dates

The application cycle opens on June 9, 2025, and closes on October 3, 2025. Applications will be reviewed in the order they are received (first-come, first-served).

All projects must have launched by March 1, 2026. Those not started by this date will be cancelled. A project is considered "launched" once an approved applicant has met with the FNLMAQL and the consulting team (see section 5.1, *Process Steps*).

3. Eligibility

3.1 Eligibility Criteria

- All FNLMAQL members are eligible to apply.
- Each member may submit one application per cycle.
- The organisational support provided through this program is specifically for the benefit of the land management team or department.

The FNLMAQL reserves the right to approve or deny applications at its discretion.

4. Acceptable Expenses and Services

4.1 Inclusions

This program covers professional consultation services focused on improving organisational efficiency in land management. Support may be provided to one individual, or to the land management team or department. Areas of support may include, but are not limited to:

- Administrative systems
- Proposal writing and reporting
- Budget tracking
- Project management
- Task management and workplans

These examples are provided for guidance only—applicants are encouraged to describe their needs in detail as possible in their application so that the support can be tailored to their specific needs. If you are already using specific tools, templates or software, please list them in your application.

4.2 Exclusions

The following expenses are not eligible for funding:

- Consultation services for the administration at large
- Consultation services for Chief & Council
- Conferences and networking events
- Travel and accommodation costs

Applications which include requests for excluded items will automatically be denied.

5. **Process**

5.1 Process steps

1) The applicant submits the completed application form, including all required signatures, to info@fnlmaql.ca.
2) The FNLMAQL reviews the application for eligibility and completeness.
3) The applicant receives a confirmation of approval or a notification of denial.
4) If approved, the applicant meets with the FNLMAQL and the consulting team.
5) The consultants and applicant collaborate to collect relevant information (e.g., existing workflows, planning documents, job descriptions, reports), review pertinent documentation, and assess the current state. This may include surveys, as well as virtual and in-person meetings.
6) The consultants analyse findings and prepare a report presenting recommendations to improve land management organisational effectiveness.
7) The consultants present recommendations to applicant and FNLMAQL.
8) Based on the recommendations, the consultants develop a tailor-made tool or template for the applicant, to support the applicant's organisational improvement.
9) A copy of the tool or template is shared with FNLMAQL, to be included in a resource library accessible to other member communities.
10) The applicant submits a reporting form to FNLMAQL. The reporting form will be provided to the applicant by FNLMAQL.

5.2 Time commitment

Participating in the Land Management Organisational Support program will require a time commitment from the applicant's team. While the program is designed to ultimately improve efficiency and time management, the initial phases will necessitate active engagement. This commitment will primarily involve:

- Attending meetings: The applicant will be asked to participate in virtual and potentially in-person meetings with the FNLMAQL and the consulting team. Attendance at these meetings is essential for the initial assessment, the presentation of recommendations, and the collaborative development of the tailored tool or template.
- Completing surveys, providing information and documentation: To support a thorough analysis, the applicant will be expected to complete a survey and share relevant materials with the consultants. These may include internal documents, reports, workflows, or job descriptions.

In total, participation in this program is expected to require up to 10-12 hours of the applicant's time, spread over several months. The pacing can be adjusted to align with the land management team's capacity and availability.

5.3   Information to be provided

For the application to be processed, the following information must be provided:

- Name, position and contact details of applicant.
- Ranking and description of organisational needs.
- Expected outcomes of program participation.
- Acknowledgement of responsibilities & approvals:
    - Funding decisions are at the discretion of the FNLMAQL and subject to availability.
    - All associated costs must be pre-approved by the FNLMAQL.
    - A signature from the department director or director general is required.

6. **Member Responsibilities**

6.1   Responsibilities

By participating in the program, the applicant agrees to the following:

- Follow their Administration's policies.
- Collaborate with consultants during the assessment process by supplying documentation and responding to requests for information (surveys, or other).
- Complete and submit the reporting form.

6.2   Violations

If a member fails to respect the responsibilities outlined above or goes against the FNLMAQL's Mission, the FNLMAQL reserves the right to apply sanctions, such as requiring reimbursement for any purchase made under this program or the automatic denial of any future funding applications or applications to other programs administered by the FNLMAQL. In major cases of significant abuse of services, legal action may be initiated. The FNLMAQL reserves the right to apply sanctions in accordance with their Governance Policy.

7. **Frequently Asked Questions**

✓ How do I apply for custom organisational support for my team?

The application process is described herein under section *5. Process*. All applications must be submitted by email to info@fnlmaql.ca.

✓ Are there any fees associated with the application?

No, this program is offered free of charge for all FNLMAQL members.

✓ In which cases could an application be denied?

An application could be denied if:

- The request is deemed outside of the scope of the program.
- The program funding has been exhausted.
- Any other reason deemed reasonable by the FNLMAQL.

✓ What are some eligible expenses under the training program?

- Consultation fees. The FNLMAQL will reimburse these fees directly to consultants.

Any unapproved costs will not be reimbursed.

✓ Who is eligible to participate in the program?

Any individual or team who is responsible for or directly involved in land management activities for a member community's administration.

8. **Contact Information**

Any inquiries about this program should be sent by email to Bea Toner at info@fnlmaql.ca.