

Building Effective Relations between Elected Leaders & Management



Inherent Right

= Inherent Responsibilities

Ktunaxa Creation Story sets out relationship of humans (Ktunaxa) to the land and all other creatures; it defines the Ktunaxa territory and our stewardship responsibility.


?a•knumu¢titit – principles of “Stewardship” (management) and “Governance” (leadership).

We assert our self-governance – it’s not *given* to us, it’s *ours already*; negotiations and agreements simply assist in defining how we relate to other levels of government.

We have, as individuals and families, always shared *responsibility* for generation and distribution of wealth; traditional **governance** concept – **managing** the **economy** (*not managing programs*).

Identify Ktunaxa governance “interests” and relate them to the interests of other governments; jurisdiction or co-management?

Context: **the Current Environment**

- Most First Nations have over 40 years experience *administering* multiple contracts that originate within numerous federal and provincial government departments/agencies... with limited ability to respond to local need and circumstance or to measure outcomes at the local level.
- At any given time, First Nations are *managing programs* on behalf of up to 20 different agencies, each with targeted outcome expectations and different reporting requirements... creating an unbearable administrative burden on our communities.
- Employment challenges within rural communities may result in *leaders* holding community jobs as managers/staff. 
- Our Leaders are not *governing*; they are *directing* programs and far too often *managing* crisis... and many communities operate with substandard infrastructure.
- Try differently, Not harder.

Harvard Experience

Nation (*Re*)-Building Model of Economic
Development

- De-facto Sovereignty
 - Self-government
- Effective Institutions
- Cultural Fit
- Strategic Approach



Strategic Approach: Ktunaxa Process of Nation Re-building

1. Vision
2. Values
3. Guiding Principles
4. Standards
5. Institutions & Authorities

➤ **Mission and Mandate**

- ☺ Programs & Initiatives
- ☺ Policies & Procedures

Leadership

Management

Function of Government



...The effective engagement of all members and sectors of a society in the stewardship, investment and utilization of their land and resources, in order to achieve their common Vision...

Ktunaxa Nation

Common Vision

Strong, healthy citizens and communities, speaking our languages and celebrating who we are and our history in our ancestral homelands, working together, managing our lands and resources as a self-sufficient, self-governing Nation.

Ktunaxa Nation Vision Statement

Governance vs. Government

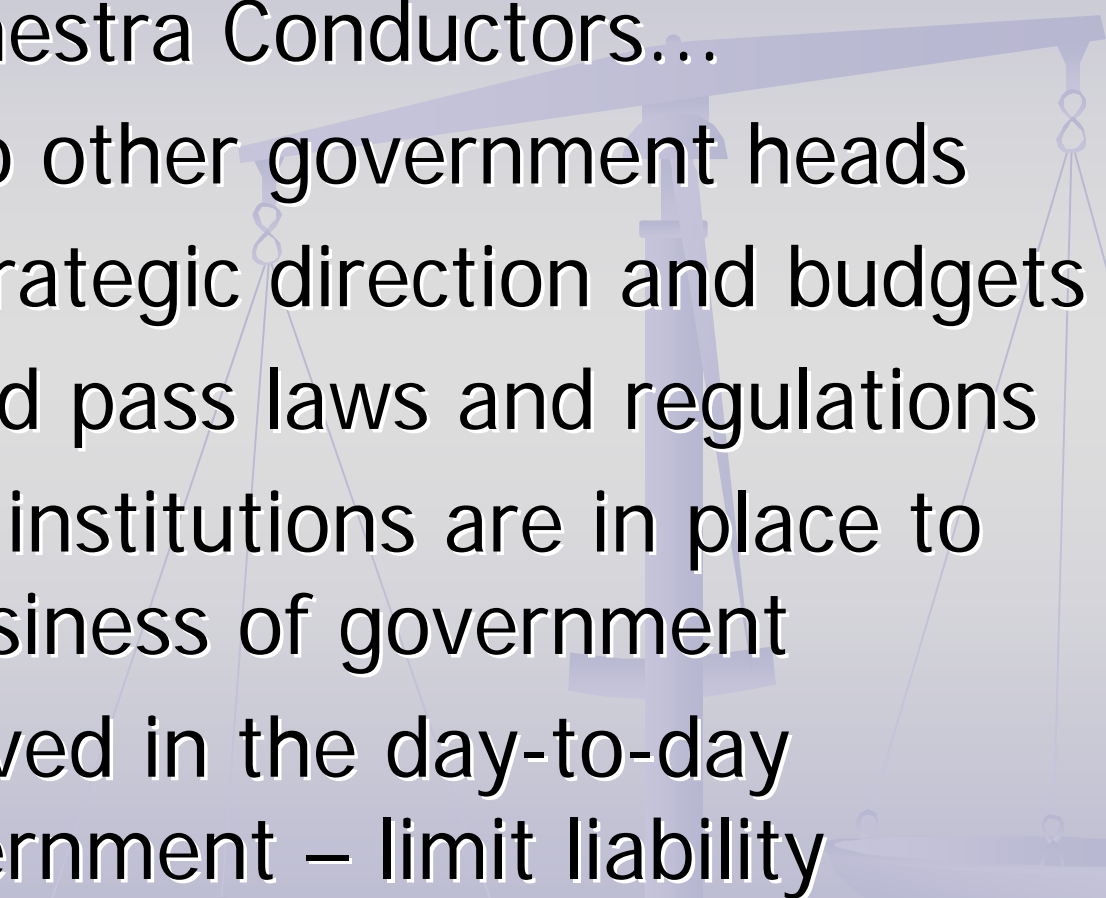
- Governance: setting strategic direction, developing laws and standards and empowering Institutions to carry out the day-to-day business, directing and protecting
- *Long-term strategic plans.*

- Government: The Institutional of government that carry out their business; delivering their programs and services and enforcing their laws.
- *Short and medium term work plans.*

Leadership and Management as Functions of Government

- **Leadership serves the function of keeping up with and shaping the direction of, the evolving society; locally and globally: setting new direction**
- **Management serves the function of getting the business of government done in the most efficient manner: consistently applying law and policy**

Leadership

- Visionaries, Orchestra Conductors...
 - Relate directly to other government heads
 - Set long-term strategic direction and budgets
 - Draft, debate and pass laws and regulations
 - Ensure effective institutions are in place to carry out the business of government
 - Do not get involved in the day-to-day business of government – limit liability
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Management



- Take leadership's direction and bring Vision to life – administer programs and services
- Provide 'leadership' for staff – help shape the big picture – broad responsibility for staff performance
- Ensure institutions are functioning within authority and within budget
- Act as buffer to leadership and staff
- Represent government agency as an "organization"

Separating Politics from Administration? Separating Politics from Governance!

- Prior to contact, our communities were comprised of extended family groups living together within a common geography; the same is true today.
- Our traditional governance structures were founded on the principles of responsibility and privilege; not rights and freedoms.
- Democratic principles of today recognize the individual's rights as being more important than the collective's wellbeing, contrary to Ktunaxa values.
- Under the current election process, bigger families (FN version of *political parties*) often end up holding elected positions indefinitely, providing an opportunity for corruption.
- Good *governance* results in an *equitable* distribution of power, authority and wealth across social, economic and political divisions.

Enacting Ktunaxa Government

Our Constitution

- ❑ Declaration of who we are as Nation, the source, scope and authority of our governance.
- ❑ Basic Responsibilities and Privileges of Citizen, Family, Community and Nation.
- ❑ Community and Nation distribution of:
 - I. **Legislative** Authorities (how laws are made)
 - II. **Executive** Authorities (carrying out business)
 - III. **Judicial** Authorities (maintaining law & order)
- ❑ Ratification and Amendment Procedures
- ❑ Dispute Resolution mechanisms

Walking the Path Together

- **Citizens – envision the path to the destiny** (express their vision, shape constitution, select leaders and monitor their function)
- **Leaders – chart the path to the destiny** (enact laws, empower and monitor institutions - *a good leader follows his people, but stays one step ahead*; champions of the vision)
- **Managers – clear the path to the destiny** (administer laws and set policy; acquire the resources, systems and infrastructure necessary to get to the end of the path with as little difficulty and distraction as possible; establish long-term plans and create the right environment in which to realize the vision)
- **Staff – follow the path to the destiny** (carry out the business of government – implement plans and interface with citizens – performing services for the benefit of either the public or government institutions)
- **Partners – share in the journey along the path** (share knowledge, funding... provide access to systems, data... transfer capacity...)
 - COTR Courses: Nation Re-building: Planning for Indigenous Governments
 - Define the competencies required of our First Nation Government and develop modular, distance education program; prerequisite to functioning as Leader



Thank you

Gwen Phillips

Governance Transition Coordinator

Ktunaxa Nation

250-417-4022

gphillips@ktunaxa.org