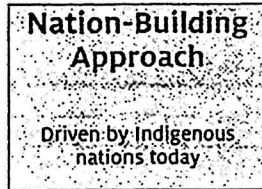


Minnesota Chippewa Tribe Constitution Meetings
 Session 4: Why Are Some Native Nations More Successful
 August 2017 to January 2018



Why Are Some Native Nations More Successful Than Others?

Two Approaches to Community & Economic Development on Reservations



How do these approaches differ, and why does one work so much better than the other?



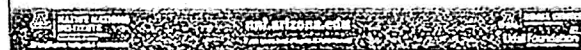
The Standard Approach

Survive To Succeed as a Native Nation

- Defines "success" as getting the next grant
- Short-term, not strategic
- Views economic development as an economic problem
- Looks for "home runs," instead of building the nation step by step
- Others with money and resources set the agenda
- Views Indigenous cultures as obstacles to success

Non-Indian Governments under the Standard Approach:

- Fund tribal government as annual "programs"
- Fund economic development as "projects"
- Hold tribal government responsible to the funder
- Retain ultimate veto power over tribal decisions
- Retain control at all costs
- Seek credit and avoid embarrassment



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**The Six-Step Planning Process
under the Standard Approach**

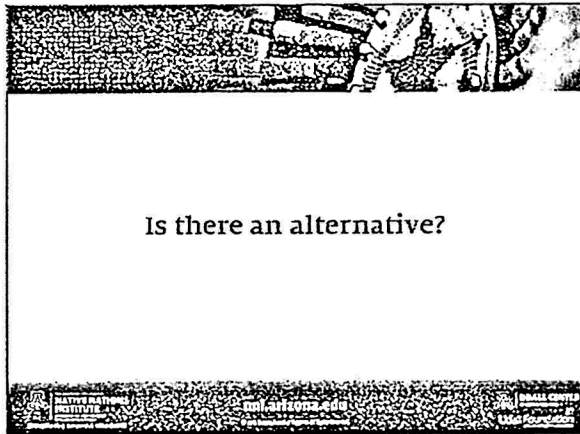
1. Find a good grantwriter
2. Call in the grantwriter and the planners and tell them to go find some grants
3. Start whatever can be funded
4. Appoint your political supporters or relatives to run projects
5. Micromanage the projects
6. Pray the projects survive, or that they die after you're out of office

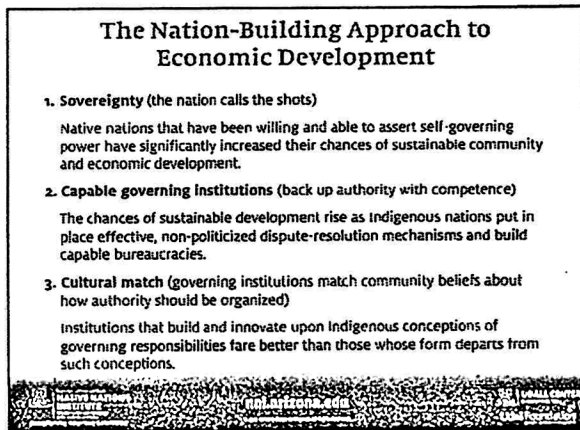
**What Usually Happens Under the
Standard Approach?**

- Failed enterprises
- A politics of spoils & factions
- A brain drain
- Outside perceptions of incompetence and chaos that undermine the defense of sovereignty
- Inside perceptions of incompetence and chaos that undermine the confidence of the community
- Continuing dependence and poverty
- Real sovereignty hangs by a thread

**In short, the standard approach produces a poor
foundation for sustainable development...**







1. Sovereignty (the nation calls the shots)

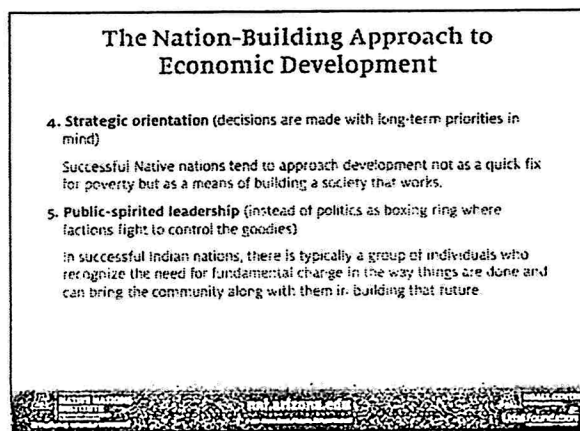
Native nations that have been willing and able to assert self-governing power have significantly increased their chances of sustainable community and economic development.

2. Capable governing institutions (back up authority with competence)

The chances of sustainable development rise as indigenous nations put in place effective, non-politicized dispute-resolution mechanisms and build capable bureaucracies.

3. Cultural match (governing institutions match community beliefs about how authority should be organized)

Institutions that build and innovate upon indigenous conceptions of governing responsibilities fare better than those whose form departs from such conceptions.



4. Strategic orientation (decisions are made with long-term priorities in mind)

Successful Native nations tend to approach development not as a quick fix for poverty but as a means of building a society that works.

5. Public-spirited leadership (instead of politics as boxing ring where factions fight to control the goodies)

In successful Indian nations, there is typically a group of individuals who recognize the need for fundamental change in the way things are done and can bring the community along with them in building that future.

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Cultural (Mis)Match in the U.S.

Indian Reorganization Act (IRA)
Governments (1934 and after):

- Centralized power
- Directly-elected executive
- Representative council
- No independent judicial function
- Politicized business management

Cultural (Mis)Match in the U.S.

Traditional Lakota Government (c. 1850)

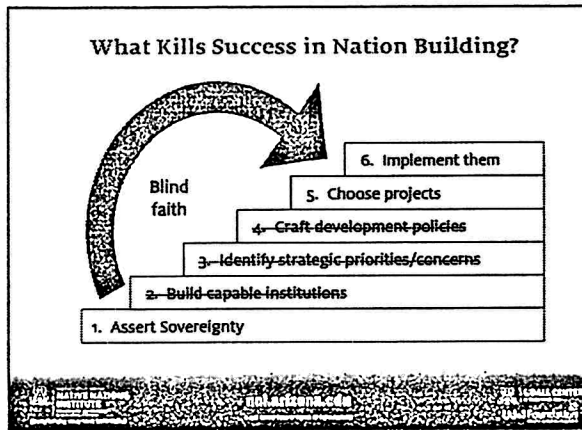
- Decentralized power
- Relatively weak executive
- Strong council (parliamentary design: council selects Shirt Wearers)
- Independent judicial and enforcement functions (*akicita* societies)
- Separation of strategic decisions from day-to-day business management (delegated authority with real power)

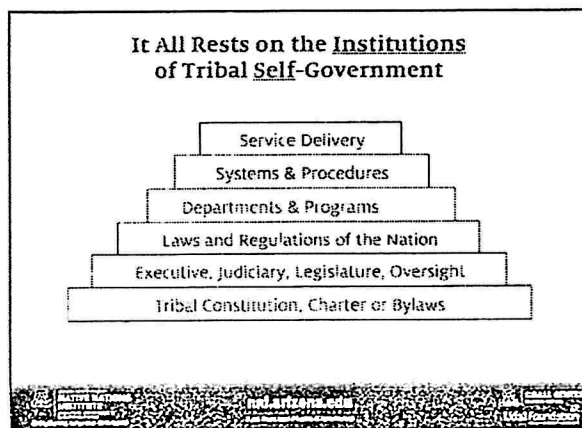
Results of the
Nation-Building Approach

- More effective access to and use of resources
- Increased chances of sustained and self-determined economic development
- A more effective defense of sovereignty
- *Communities* - not just economies - that *work*

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None of the characteristics of the Nation-Building approach is something we usually describe as "economic."

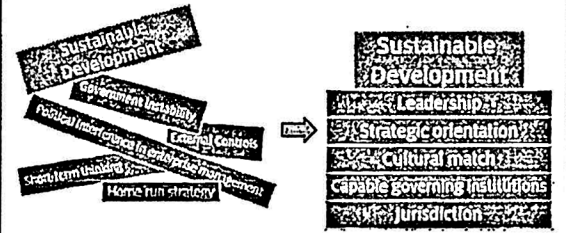
They are all political.

In the Nation-Building approach, economic development is first and foremost a *political* problem.

Once the political problem is solved, *then* economic assets begin to pay off.



In short, the nation building approach provides a more solid foundation for sustainable development...




Native Nation-building Continuum




A Review ... What Needs to Be Done?

The tasks of governing a nation include:	Who Should Be Responsible?
Make and enforce law	
Make and implement decisions	
Resolve disputes	
Interact productively with other governments	
Facilitate and implement a strategic vision	
Respond to the needs of citizens	
And more...	

So who's doing what?

Minnesota Chippewa Tribe Constitution Meetings
Session 5: Rounds 1-3: How Do We Strengthen the MCT & Band Governments?
August 2017 - January 2018

	MCT	RBC Bylaws (Fdl, LLBO, WE)
Legislature: make laws; determine strategic direction, establish policies and procedures that support those laws and support that direction	Tribal Executive Committee (TEC), composed of Chair + Sec/Treasurer of 6 reservations Powers: On behalf of MCT, employ legal, control land/assets, advise w/SOI, administer MCT \$, contract, conduct business, tax, incorporate inter-MCT org, delegate powers, Reservation Business Committee (RBC) on behalf of res: same as TEC EXCEPT cannot dispose of land but can lease/do business on own lands	=Fdl Ordinance 1-65 (Chair, Vice-Chair, Sec/Treasurer, + Committeemen) =LLBO Ordinance No. 1-1 (Chair, Vice-Chair, Sec/Treasurer, + LLCs) =WE Ordinance 1-65 (Chair, Vice-Chair, Sec/Treasurer, + Committeemen)
Executive: implement the decisions of the legislature, administer programs, get it done	Silent on Executive functions. (The Bylaws specify executive duties of the TEC President and provides for Bylaws to be adopted by ordinance for each RBC.)	=Fdl Ordinance 1-65 specifies executive duties of the Chairman =LLBO Ordinance No. 1-1 specifies executive duties of the Chairman =WE Ordinance 1-65 specifies executive duties of the Chairman
Judiciary: resolve disputes, provide justice, rule on the constitutionality of laws	Silent on judicial functions except for functions under Article X Vacancies & Removal. Article XV-Manner of Review allows SOI to review any resolution or ordinance	=Fdl silent on judicial functions =LLBO silent on judicial functions =WE silent on judicial functions

Let's take a look at what exists (cont'd) ...

	MCT	FBC Bylaws (FdL, LLBO, WE)
Community Councils: represent citizens within their jurisdiction, powers vary	Non-existent	=FdL Committeemen? =LLBO Local Indian Councils =WE N/A
Elders Council: resolve cultural matters, protect the sacred, provide guidance on values	Non-existent	=FdL N/A =LLBO N/A =WE N/A
Youth Council: represent youth, build leadership skills	Non-existent	=FdL Youth Council =LLBO N/A =WE N/A
Everyone: protect the role of government as an expression of community will and values	N/A (closest is Article XIII Rights of Members)	=FdL N/A =LLBO N/A =WE N/A

Minnesota Chippewa Tribe Constitution Meetings
Session 5: Rounds 1-3: How do we strengthen the MCT & Band Governments?
August 2017 - January 2018

Small Group Discussion:
**ROUND 1: How do we strengthen
the MCT & band governments?**

1. What's WORKING with the existing constitution of the:
 - MCT overall?
 - Tribal Executive Committee (TEC)?
 - Reservation Business Committees (RBCs)?

Small Group Discussion:
**ROUND 2: How do we strengthen
the MCT & band governments?**

2. What's NOT WORKING with the existing constitution of the:
 - MCT overall?
 - Tribal Executive Committee (TEC)?
 - Reservation Business Committees (RBCs)?

Small Group Discussion:
**ROUND 3: How do we strengthen
the MCT & band governments?**

3. On issues identified in previous rounds, how might we address some of the key issues?
