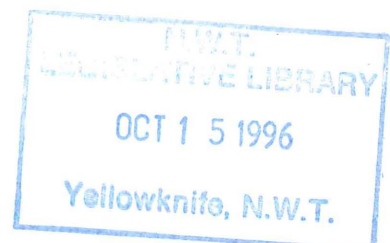TABLED DOCUMENT NO. 9 1 _1 3 (3) TABLED ON OCT 1 0 1996

# Community Empowerment:
# A New Partnership

Municipal and Community Affairs

October 1996

# A Questions & Answers Approach

1.  Community Empowerment:
    **Why, and Why Now?**

2.  Community Empowerment:
    **What Does it Really Mean?**

3.  Community Empowerment:
    **Opportunities for What?**

4.  Community Empowerment:
    **How Will it be Implemented?**

5.  Community Empowerment:
    **How do I Fit In?**

# First,
# The Main Points

## Community Empowerment *is*:

- An *opportunity* for community/GNWT partnerships.

- Transfer of program *ownership*.  This means transfer of program design, administration, and resources (i.e. O&M, capital assets).

- Transfer to the delivery organization the *community* decides can best represent all residents (i.e. a society, a band council, a Metis local, a hamlet).

- Transfer of far more responsibility and authority (i.e. school building ownership and welfare reform).

- Multi-year, block funding (with minimal conditions) to a single community organization ("single administrative point").

# Main Points (cont.)

**Community Empowerment is _not_:**

- Block funding of the same programs with the same requirements.

- Making communities bankroll the territorial debt and deficit.

- Self-government.

- Being forced on communities.

# Part 1

# *Community Empowerment: Why, and Why Now?*

# Why Empower Communities?

- Communities demand meaningful control of programs and services. The GNWT must remove itself from areas in the community interest and authority.

- We can no longer afford our current system of program delivery.

- Present systems encourage dependency, and result in high administrative costs and less service to community members.

*In order to meet these challenges, our communities must become self-reliant, responsible, and accountable to community members.*

# Empowering Communities:
## A Response to What Communities Have Been Saying

- Many programs and services do not suit community needs. A "one size fits all" programming approach does not work.

- Our administration is often out of touch with community needs.

- Communities can design and deliver better services.

- The problem is *systemic* and not one attributed to GNWT staff. We will all need to *learn* new ways of working and doing business.

- We have an inefficient, uncoordinated system of too many community committees.

- Communities must be involved in deciding how to reduce costs.

- We need better accountability to community members in service delivery and program spending.

# Empowering Communities:
## A Response to the New Financial Reality

- *We are in a period of serious deficit, accumulated debt, and declining revenues.*

  The GNWT generates only 15% of its revenues. The remaining 85% comes from the federal government. The federal contribution is declining.

- *We cannot afford the way we are doing things now. We have to spend more wisely. We must protect programs and services for people.*

  Like the provinces, we must undertake reforms. This Government is taking unprecedented measures to redefine government and government programs. Community Empowerment is a key part of "re-inventing government."
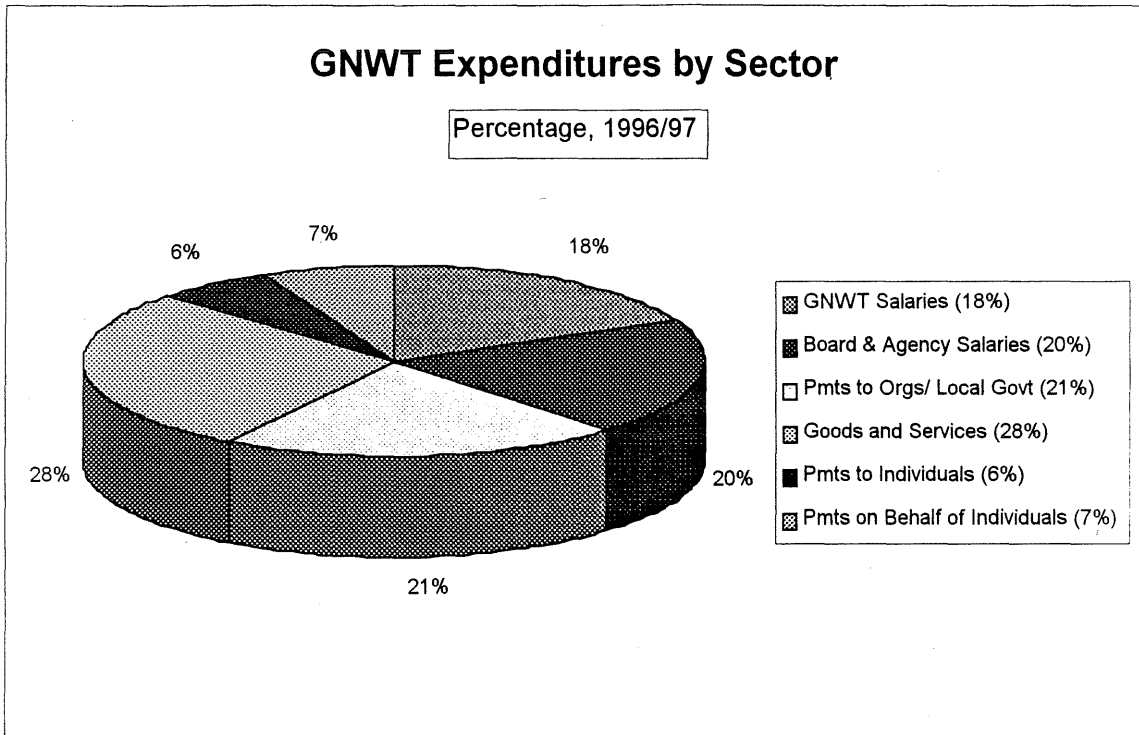
  This Government has made it a priority to facilitate the empowerment of communities so that they can become more self-reliant, responsible, and accountable. *This is what communities have been requesting for years.*

- *With the necessary freedom, communities can make better use of our scarce financial resources and this will result in better services and better delivery.*

# Investing More in *People*, Less in Administration.

- The present system is top-heavy. Administration costs are extreme, and benefits to individuals and the community suffer:

**GNWT Expenditures by Sector**

Percentage, 1996/97

6%   7%   18%

28%   20%

21%

GNWT Salaries (18%)

Board & Agency Salaries (20%)

Pmts to Orgs/ Local Govt (21%)

Goods and Services (28%)

Pmts to Individuals (6%)

Pmts on Behalf of Individuals (7%)

- *Community Empowerment lets communities make the adjustments, <u>keep the savings</u> and use savings for different, more and/or better services to community members.*

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# Part 2

# *Community Empowerment: What Does it Really Mean?*

# *What Does "Meeting Challenges"*
# *Mean for Communities?*

Meeting these challenges means a major shift of responsibility, authority and accountability to communities.

This is what communities have been asking for.

## Community Empowerment Means:

- Adapting to the new financial reality.

- Going beyond community *management* of programs to community *ownership* of programs.

- Efficiencies through redesign, harmonization, integration, and breaking down program barriers.

  In short: programming that makes more sense locally and fits the new financial reality.

- Shifting control from the GNWT to the communities who receive the specialized services. This will require changes to present delivery methods.

# *Empower Communities How?*

Community Empowerment gives communities the opportunity to take over *delivery* and *design* of "soft" (human services) programs and "hard" (infrastructure) programs.

- Transfer of a wide range of GNWT functions and resources, many of which until now were not available to communities.

  E.g. Responsibilities in renewable resource management (subject to claims provisions), transportation, and education.

- Entering into agreements which recognize meaningful policy-making capacity at community level. This means:

  - ◆ Communities can design programming, not just deliver it.

  - ◆ Transfer of ownership of the capital and other program resources located in the community.

# How Does Reforming Regional Management Boards Empower Communities?

Control of RMBs will be shifted from the GNWT to the communities who receive the specialized services.

- There will still be a need for regional organizations that share their specialized resources with communities.

  - ◆ Some services cannot realistically be delivered by each community. Not every community can have its own mental health specialist, curriculum specialist, or construction engineer.

  - ◆ Economy of scale remains important.

- Efficiency and appropriateness of shared services will be emphasized at all levels.

- Need for a leaner, more effective GNWT central administration and regional support services.

- The GNWT will work with communities and current boards to facilitate the shift over time.

# *What Are Infrastructure (Hard) and Human (Soft) Programs and Services?*

## Human Programs and Services:

Services to:

- ◆ People in need; and,
- ◆ People who would be in need if the services were not provided (preventative services).

- • Delivery and *design* of most social programs.

    Note:    Includes federal programs (i.e. Employment Insurance, Brighter Futures) only to the extent that the GNWT has administrative influence.

# Infrastructure Programs and Services:

Includes:

- ♦ Administrative services **and** physical resources (i.e. ownership of buildings and equipment).

- ♦ Services and resources that were once exclusively GNWT (i.e. school buildings, transportation, social housing)

- Transfer of responsibility means transfer of capital and O&M funding.

  Communities will have the ability to manage their own budgets.

- The GNWT is currently taking inventories of infrastructure for each community.

  We need these inventories in order to calculate funding levels.

# Examples of Human Services

Services to the Disabled

Preventative Medical Services

Income Assistance

Justice (Advisory/Rehab)

Child Protective Services

Local Education

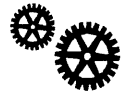Ambulance Services

Adult Education

Social Housing

Recreation

# Examples of Infrastructure Services

Engineering & Construction

Fire Services

Renewable Resource Management

Capital Maintenance

Water Purification & Delivery

Road Maintenance

Economic Development

Tourism

# Does "Transfer" Include GNWT Employees?

Often the answer will be "yes." GNWT employees in communities may become employees of community service delivery agencies.

- Transfer of programs includes transfer of resources, including human resources.

- Most positions would still be required. Communities will need skilled workers.

- But communities will be able to redesign job positions and job descriptions to fit community needs better.

# *What is the "Community" in Community Empowerment?*

The "single administrative point" that community members choose.

- While this means "stronger local government," it may not necessarily mean transfer to municipal government:

  Communities can choose *not* to transfer responsibilities to municipal government.

- Unincorporated communities will need to incorporate in some way in order to take over services.

- Regardless of the form of the "single administrative point," it will be accountable to all community residents.

# *What Community Organizations Can Receive Block Funding?*

- Community Empowerment supports a *single corporate body* for receiving block funding and ensuring service delivery:

  That organization will be accountable to all residents, and to the GNWT in cases where there is a territorial interest.

- While the single body must be a corporation (i.e. able to pass legislation, sue and be sued, own property, borrow, etc.) body, it can take many forms:

  - ◆ Municipal governments.
  - ◆ Band councils.
  - ◆ Band organizations.
  - ◆ Metis locals.
  - ◆ Metis organizations.
  - ◆ Societies and associations.
  - ◆ We are open to discuss ways to officially recognize new organization types.

- There also can be a *regional* single corporate body which delivers services on behalf of small communities if this is the wish of the communities.

# One "Single Corporate Body" For ALL *Programs and Services?*

There can be **more than one** single corporate body, one for each programs and services "package:"

1. *Social* Programs and Services.

2. *Infrastructure* Programs and Services.

3. *Economic and Resource* Programs and Services.

- There *can* be a separate block funding agreement for each (if this makes sense locally).

- Offering separate packages allows communities to:

    ♦ Separate the management of hard and soft services.

    ♦ Have specialized recipient/delivery organizations.

- Packages can be tailored to each community; i.e. a community wants housing and recreation packaged under "social."

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# What are Some "Single Corporate Body" Options?

## Example #1: One "Single Corporate Body"

| One Super "Single Corporate Body" |
|:---:|

- eg. an enhanced municipal body.
- eg. a band council (such as in a settlement or on a reserve).
- Could be a regional organization, delivering services on behalf of various communities.

# Example #2 - Two "Single Corporate Bodies"

| "Soft" Programs & Services |

- eg. a society or association.
- eg. a band or Metis local.

| ALL"Hard"<br>Programs & Services<br>(Infrastructure *and*<br>Economic and Resource) |

- eg. a municipal body

# Example #3: Three "Single Corporate Bodies"

| "Soft" Programs & Services |

- eg. a society or association.
- eg. a band council or Metis local.

| "Hard" (Infrastructure)<br>Programs & Services |

- eg. a municipal body.

| "Hard"<br>(Economic & Resource)<br>Programs & Services |

- eg. an economic development corporation.

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# *What Strings Will be Attached to the Block Funding?*

Only enough to ensure accountability and minimum standards / minimum service level (as defined by the territorial interest). Legislation changes and written agreements will give communities the necessary authority and flexibility.

## Two Key Principles:

1. Community authority in areas of community interest; Legislative and Ministerial authority in areas of territorial interest.

   Territorial interest varies between program areas. Requirements and restrictions will be minimized, but territorial interests must be upheld.

2. Clear description of roles and responsibilities in areas of shared interest or delegated authority.

   Expected results, accountabilities and monitoring/reporting requirements will be clearly outlined in all agreements.

# Redefining "Territorial Interest:"

- **<u>Maximize</u>** community authority in areas of *community interest*

    ♦ Shift from a program user role, to a decision-making role, including program design and delivery.

    ♦ Work from the principle that communities know local issues better than Government.

- **<u>Minimize</u>** areas of *territorial interest* and extent of Ministerial authority.

    ♦ Redefine territorial interest to reflect a shift from a program delivery role, to a standard setting and community program funding role.

    ♦ Establish shared principles and minimal standards in administration and delivery of services.

    ♦ Establish monitoring, evaluation, reporting and other standards.

    ♦ Shifts Cabinet and Legislative Assembly focus to territorial-wide issues.

# Isn't This Really Self-Government?

Aboriginal communities will find that Community Empowerment meets many of the goals of self-government.

- Community Empowerment requires Aboriginal delivery bodies to provide programs and services to all residents.

- Community Empowerment can also build upon public type institutions where this is the chosen structure.

- Community Empowerment respects, and does not detract from, treaty rights and inherent right of self-government.

- The self-government process remains an option. In fact, Community Empowerment can be a stepping stone to self-government. Or, it can complement self-government.

# *How Does This Affect Division?*

Community Empowerment simply means that, at the time of division, communities will be more self-reliant, responsible, and accountable to their residents.

- Aboriginal groups have the same self-government options as before. Claims, treaty and inherent rights are unaffected.

- Consistent with the vision of Nunavut public government described in NIC's "Footprints in New Snow:" Strong central government and strong community governments:

  - NIC's model is based on a strong, decentralized central government

    **Note:** *"Strong central government" means strength in areas where territorial interest remains.*

  - Consultations with NIC and NTI staff have taken place; further consultations with these organizations are required and will take place.

# This is Really Just
# Block Funding, Isn't It!

No, although multi-year block funding will be the way money is given to communities.

Besides the "single coporate body" concept, the block funding will not be the same kind as before.

- Guaranteed funding levels (within available resources) over longer periods. (Note - funding levels are conditional on resources being available from funding departments.)

- Protection if circumstances change significantly (i.e. disaster such as a flood and fire).

- Communities will be able to move monies between programs (assuming the territorial interest is met, as described in the block funding agreement).

# Will All Savings Be Re-Invested in Debt Servicing or Deficit Reduction?

Money saved through high-level consolidations will be applied to balancing the Territorial Accounts.

But money freed up from efficiencies at community level will be left in the community. Communities will keep, and be able to redirect, all their savings.

- Central administration will shrink and become more cost-efficient. Consolidation will result in management/overhead cost savings.

- Multi-year, formula-driven funding will provide financial stability for community planning. If further reductions to block funding are required, communities have greater flexibility to manage the impact. Reductions can be applied to areas of least priority, or applied to a wider base.

  - *The formula will not penalize communities that achieve savings.*

  - Freedom from "Use it or lose it" by 31 March each year.

# Where Does Community Wellness Fit In?

Community wellness and healing, and the GNWT's *Community Wellness Strategy*, complement Community Empowerment.

- ***Community Empowerment does not signal a shift in priority away from community wellness.*** Wellness requires addressing the social and economic basis of social and health problems:

    - Community Empowerment allows for sweeping reforms to address poverty, cultural disruption, and related problems.

    - Healing does not have to occur first. Healing should and will be assisted by program reforms.

- ***The GNWT cannot impose wellness or empowerment. Wellness requires communities to take control of the problems they need to solve.***

    - Community Empowerment lets communities totally integrate the human services.

    - Community Empowerment lets communities reinforce community values and expectations, to support healthier lifestyles and individual responsibility.

# Part 3

# *Community Empowerment: Opportunities for What?*

# *Opportunities to Offload the Territorial Debt?*

No. For communities: Opportunities to decide how scarce resources can be spent. Opportunities to design, rather than just experience, programs and services. Opportunities to provide more effective services the community way.

- The GNWT's deficit problem has many causes over many years (i.e. growing population, growing service demands, less federal money, unduly expensive delivery system).

  The whole system has to change. We need efficiency at all levels: Territorial, regional, and community.

- We need to work together to find ways to achieve these efficiencies without cutting essential services to people.

# Here are the choices:

1.  Communities take charge of program reform, determine priorities, make decisions, become more accountable to residents, implement efficiencies, and solve other long-term community problems.

    *This is Community Empowerment*

2.  The GNWT can reform programs, implement efficiencies as it sees fit without extensive community consultation or input.

    *This is how we do things now.*

    We cannot afford to continue to operate the way we do now.

Now we will look at examples
of efficiency opportunities
possible through
Community Empowerment.


There are other opportunities too -
These are just some examples.

# Efficiency Opportunity:
## Programs for the Community, Not Just the Individual

## The Challenge:

- Northern values emphasize the *collectivity* (viz. the community / extended family).

  Individual rights and responsibilities are recognized, but collective or community rights and responsibilities are just as important.

- Government programs and services are designed for, and directed to, the *individual*.

  Individual emphasis makes for programming that does not support cultural values (e.g. "welfare").

- The challenge is to change a system based on individual entitlement to benefits and services, to one based on community entitlement.

# The Opportunity:

- ***The GNWT shifts from delivering services to individuals, to funding communities to deliver services.***

  The GNWT moves away from being a program delivery agency, to being a program funding agency.

- This allows the community to look after the well-being of all in ways more appropriate to cultural values.

  The return of care-giving from the government to the community as a whole revitalizes the mutual support role of family, extended family, and community.

- Specifically, the community can:

  - Design and deliver services that work; and

  - Balance the needs of individuals with the needs of the community as a whole (i.e. share program benefits more equitably).

# Efficiency Opportunity:
## Streamlining Funding of Community Programs and Services

## The Challenge:

- An unmanageable, inefficient system:

  - Each Department has its own funding arrangements - Hard for communities to relate to this complexity.

  - Too many recipient organizations, too many funding agreements, too much financial administration.

  - Lack of accountability to community members and GNWT.

  - Little co-ordination, frequently counter-productive.

  - Excessive overhead at community level, meaning fewer benefits to community members.

# The Opportunity:

- *Streamline the system*

    - Single GNWT funding source (To be determined).

    - Consolidated funding agreements  for all community programs and services:

        - Social
        - Infrastructure
        - Economic and Resource.

# Current Funding Paths

ECE      ⟶    CEC

MACA      ⟶    Municipal Council

ED&T      ⟶    Dev. Corp.

Ren. Res.      ⟶    HTA

NWTHC      ⟶    Housing Assoc.

Justice      ⟶    CJC

H&SS      ⟶    A&D
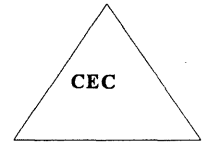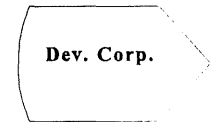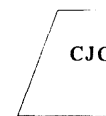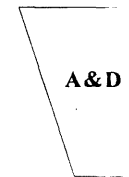
# The New Block Funding

Money from all Departments

## Single Funding Agency

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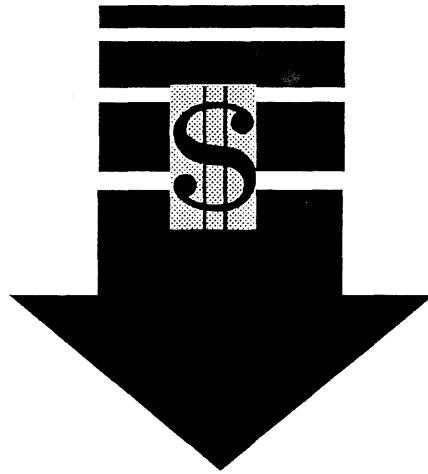
*Accountable to* **Community** & *GNWT.*

## Single Administrative Point

*Program Design and Delivery Capacity.*

# Efficiency Opportunity:
## Reforming the Committee System

## The Challenge:

- We have developed a cumbersome and inefficient system of service delivery/advisory committees.

- Problems with the system include:

    ◆ Appointed Board members and employees lack accountability.

    ◆ Duplication of effort, lack of co-ordination.

    ◆ Too many financial agreements, too many recipients, too much GNWT administration.

    ◆ Too much is spent on administration, rather than on services to people.

    ◆ Committees often attract people who want to make a contribution in an area of special interest or expertise; but they can also become political organizations.

# The Opportunity:

♦ Establish a fully accountable, single service delivery organization

♦ Community Empowerment *does not* fund multiple organizations. However, the community may:

   ♦ Have sub-committees manage areas of responsibility.

   ♦ Use central responsibility to eliminate a lot of administrative waste and duplication.

   ♦ Restructure, collapse, and merge committee-run delivery and advisory bodies.

   ♦ Implement harmonized "client one-stop shopping."

• Some existing organizations may give up responsibilities. E.g. a community could move recreation from the hamlet to a new corporate body that integrates all human services.

• There are many possibilities - the community decides.

# Fort Liard Today

## *Dollar Flow in Programs and Services*



**GNWT Depts**

**Independent Cttees**

Housing Cttee

Daycare Cttee

SA Appeal Cttee

Justice Cttee

Ed. Cttee

**Hamlet Council**

Recreation

Infrastructure

**Band Council**

Brighter Futures

D&A Cttee

Home Care
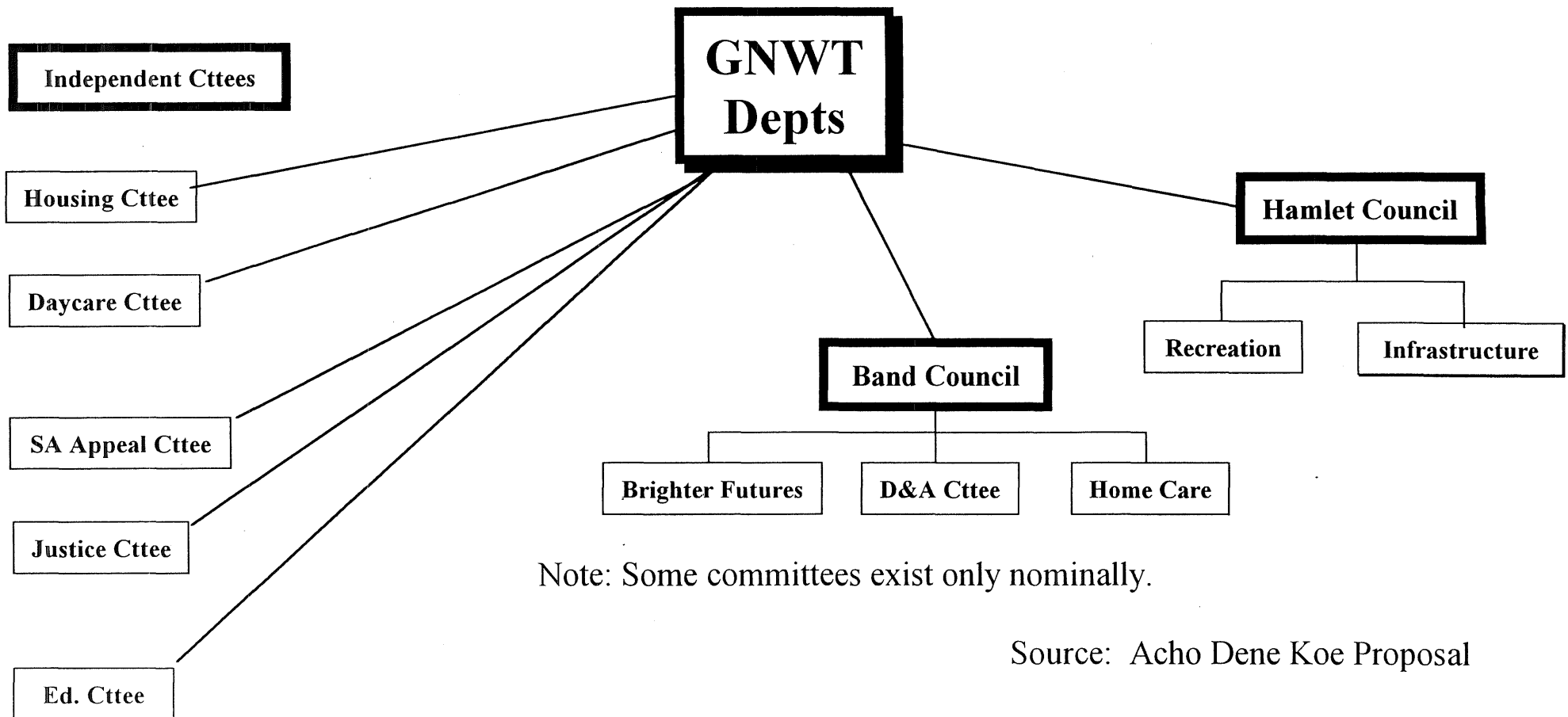
Note: Some committees exist only nominally.

Source: Acho Dene Koe Proposal

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# Fort Liard in the Future

*Proposed Dollar Flow in Programs and Services*

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                          │  Depts   │
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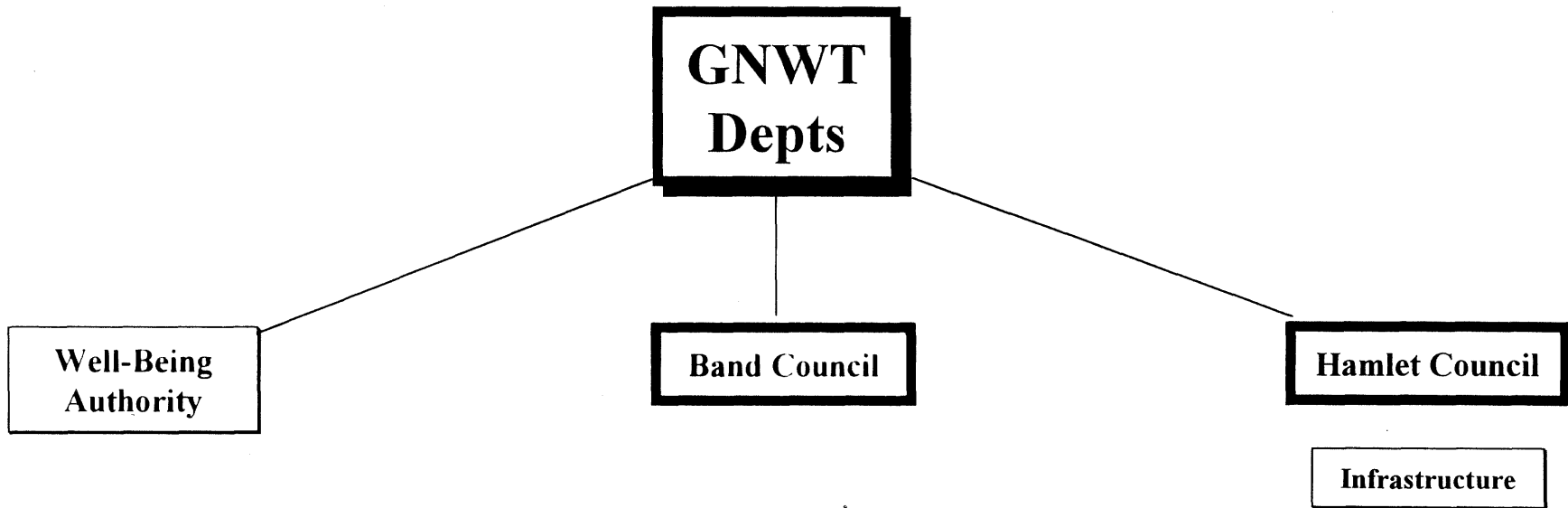
- ALL "Soft" programs and services
- Incl. recreation (from Hamlet)
- Incl. social housing and school ownership
- Links SA, social housing, and education
- Total integration of program areas
- *One committee replaces all others*
    - *Program* design *and delivery*

- ALL "Hard" programs and services (enhanced).
    - *HOWEVER, econ. & resource programming
      may be administered elsewhere (undecided).*
        - *Program* design *and delivery*

Source:  Acho Dene Koe Proposal

# Inuvik Today
## *Inter-relationships - Not Dollar Flows*



Inuvik Transfer Committee

Town Council

Special Purpose Bodies

Nit Gwich'in Council

Special Purpose Bodies

Inuvialuit Community Corp

Special Purpose Bodies

**GNWT Depts**

*Regional Organizations*
**Beaufort Delta Div. Board**
**Beaufort Delta Reg. Health Board**

Special Purpose Bodies

Inuvialuit Regional Corp

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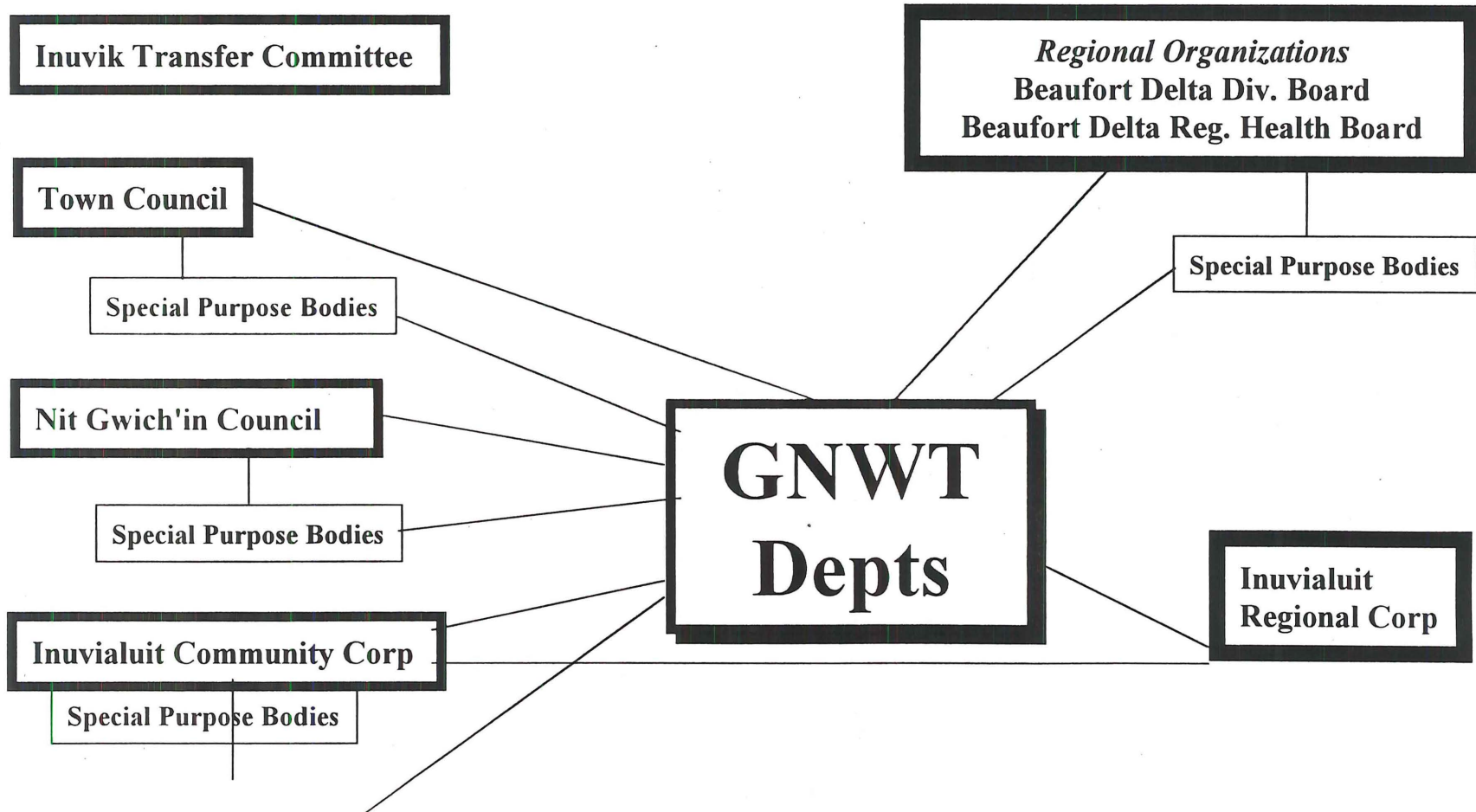
# Inuvik -
## Proposed Integrated Services

**GNWT Depts**

Social Program Management

**Program Council**

Coordinating Body

**Transfer Cmttee.**

**Inuvik Community Corp**

**Town Council**

**Nit Gwich'in Council**
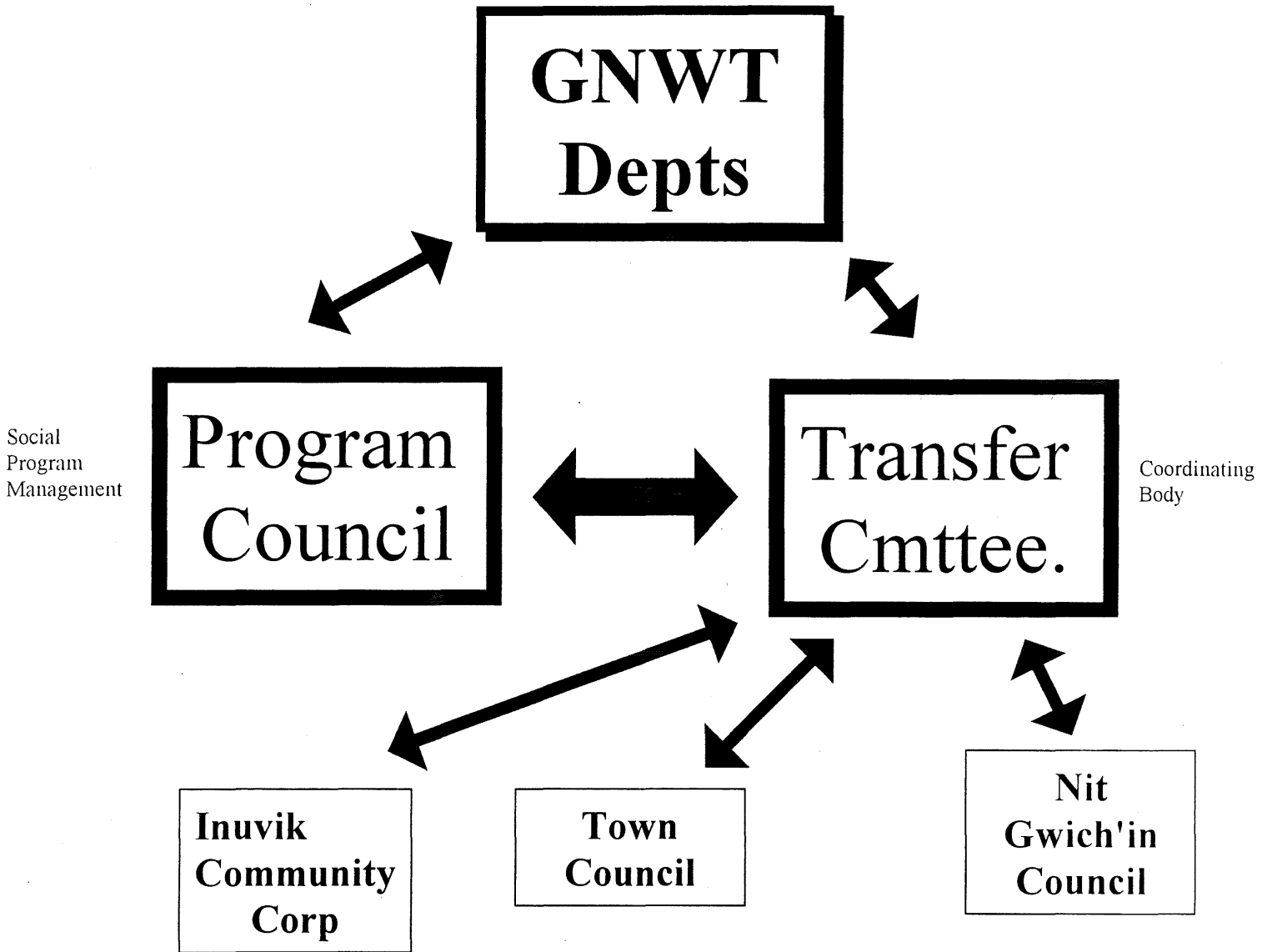
# However...

## A Single Administrative Point Does *Not* *Necessarily* Mean Abolishing Committees or Separately Managed Programs.

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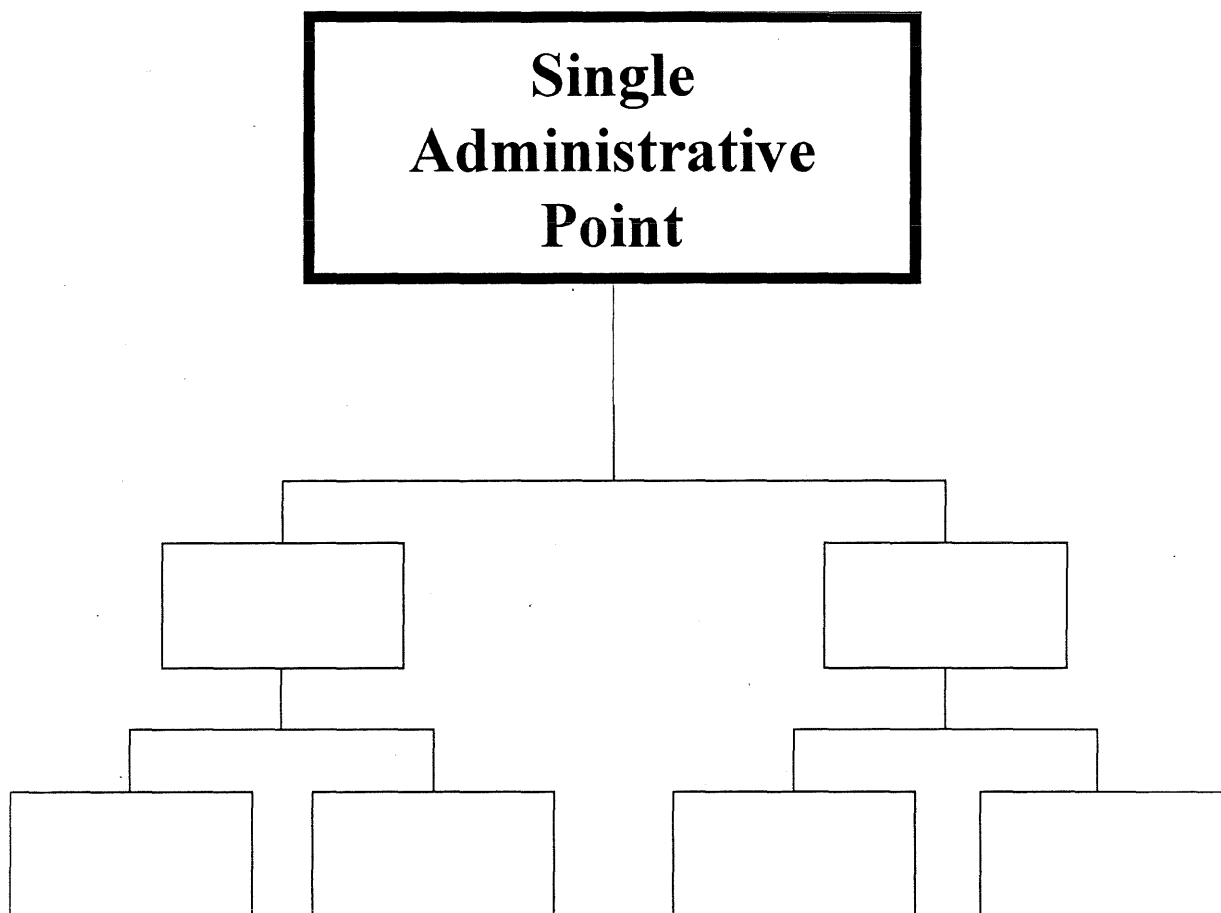
*Sub-Committees or Delivery Agencies*

# Efficiency Opportunity:
## Community-Designed Social Programs

## The Challenge:

- Our system of social programs is based on programming from the South.

- Provinces are also finding that the programs seldom reflect life and needs in smaller communities.

- Central governments (i.e. provincial and territorial) tend to be distant and removed from community life and needs.

- By assuming authority and responsibility for individual and community problems, the GNWT has reinforced dependency and over-reliance on government.

# The Opportunity:

- Community *design*, not just management, of innovative programming.

- Communities could, for example:

  - Eliminate "welfare" as we know it today.
  - Redirect income assistance to help hunters and trappers.
  - Spread benefits out throughout the community.
  - Link income assistance with drug and alcohol counselling.
  - Integrate social housing with social assistance.
  - Minimize abuse through benefits in kind, not cash.
  - Require able-bodied recipients to contribute to the community (i.e. hunt, job training).
  - Make it unattractive to quit school to go on welfare, easier to stay in school and have an independent future.
  - Make it easier to escape the welfare trap (i.e. redirect benefits into wage subsidies).
  - Enable income support recipients to contribute to community well-being.
  - Redirect social assistance to support guidance to young offenders, working with the courts.
  - Emphasize preventative services

# Part 4

# *How Will Community Empowerment be Implemented?*

# *What Are the Next Steps?*

Community Empowerment is a totally new approach to planning and delivering programs and services. It is evolving with broad community, regional and territorial input.

We will take things at a pace each community is comfortable with.

## Over the next few months we will:

- Discuss community planning (i.e. development towards take over of responsibilities) with individual communities.

- Work with communities that feel ready to take over responsibilities. Begin transfers of infrastructure ("hard" programs and services) to communities who are ready.

  **Note:** Infrastructure transfers will be easier to implement than "soft" program and service transfers.

- Get information out to communities, ideas back from them.

- Work with communities to complete community plans, assessments, including identification of training needs, inventories of resources available for transfer, and others already in the community.

# How Do The Negotiations Work?

- Traditionally, negotiation means striking the best deal in an adversarial environment (win/lose). Instead, we will use an open, co-development process to work out customized community/GNWT empowerment agreements (win/win).

  - Success means:

    - Transfers which work for community, clients, and GNWT and operate successfully within available resources.

- The GNWT and the community will have to be certain that the community has the capacity to take over programs. The GNWT will help communities to assess their capacity to participate.

- The GNWT will provide maximum support to help communities participate. Some communities will need a lot of support to set up program administration before beginning program design.

- <u>Training</u> is a critical part of implementation.

- Communities are at different levels of interest, capacity and ability to develop. *Therefore, communities will set their own pace and determine their level of participation.*

# Community Planning:
# Key to Win/Win Outcomes

- A process facilitated by the GNWT:

    ♦ Aimed at developing community policy-making and administrative capacities.

    ♦ Communities must be able to do more than manage programs. They must be able to design programs and deliver them in new ways.

- Brings the community together to identify past and present strengths and weaknesses, opportunities and priorities.

- Gets people thinking - and agreeing - on the best way to work toward a better future.

- Identifies goals and the steps to achieve them.

- Makes maximum use of existing resources.

# Community Planning

- Trained community and regional staff to facilitate the process.

- Full disclosure of information about GNWT assets and resources.

- Program results information (done by GNWT departments).

- Community profiles begun by GNWT, completed by communities.

- Goal and priority setting. What should happen and when?

- Training and support assessments - What is needed in order to achieve community goals?

- Implementation planning.

- Community Indicators - to monitor and measure results
  - community specific done by community
  - GNWT key indicators set out in agreements
- "Stepping Forward" Workbooks - planning toolkit developed by MACA

# Communications and Consultations To Date

- Regional leadership meetings.

- Regional GNWT Senior Management Committees.

- MACA regional staff.

- All Deputy Ministers.

- Interdepartmental Community Empowerment Committee.

- Standing Committee on Infrastructure.

- Standing Committee on Social Programs.

- Auditor General of Canada senior staff.

- Introductory presentations have been made to some communities and regional organizations.

- Proposals received from Inuvik, Aklavik, Fort Liard, Pangnirtung.

# *But Won't Communities Make Mistakes?*

There will be a learning process and mistakes will be made.

- Persons involved in delivering services will have legal obligations:

    ♦ There will still be criminal and civil corrective options. Communities can design additional layers of protection.

    ♦ They will be accountable not just to the GNWT, but to the community. *Really* accountable for their actions.

- Communities can hire, train, and replace persons involved in delivery of services.

- The GNWT will monitor and require strict and routine accounting and audit. Special audits could be called if serious concerns arise.

# Community Empowerment - The Proposed Process

**Step 1**
Information meeting with community

**Tasks**
•Raise awareness, linkages to wellness
•Establish relationship
•Describe process
•Provide information on opportunities

**Step 2**
Follow- up (meeting)
Is the community interested?

**Tasks**
•Outline details on Community Based Planning, Assessments, Training and community opportunities available

**Community Decision**

NO →
•Determine main reasons for lack of interest
•Review approach
•Determine if community follow-up is required

YES

**Step 3**
**Getting Started**
Does the community already have a vision or plan for their community?

NO →
**Begin Community Based Planning**
•Communities get organized to plan
•Access resources
•Hold training workshops

**Community Plan Developed**
•Community vision developed
•Wellness directions set
•Priorities established
•Review resource inventory
•Infrastructure and program/service interests outlined
•Action plan developed

YES

**Step 4**
**Community Assessment**

**Tasks**
•Determine community readiness
•Determine capacity
•Identify training needs

**Step 5**
Community Empowerment Implementation Plan prepared

**Tasks**
•Community outlines program/service and infrastructure interests
•General transfer schedule prepared
•Training needs identified
•Resource/funding requirements identified

**Step 6**
Community and GNWT formal review of plan

**Tasks**
•Review plan for transfer of infrastructure, authority, assess operational requirements, training needs, resource needs, and timing

•Determine GNWT actions required to implement

**Step 7**
**Decision**
Implement plan?

**Tasks**
• Decide if all factors have been considered and agree on proposed changes

NO - - →

YES

**Step 8**
Draft Agreement

**Tasks**
• Identify results expected
• Identify resources to be transferred
• Identify GNWT monitoring/accountability requirements
• Identify evaluation criteria
• Include fall-back plan

**Step 9**
Transfer of infrastructure, programs and services begin

**Tasks**
•Agreements and contracts signed
•Block funding arrangements in place
•Training underway

**Step 10**
Follow-up/Monitor and Evaluation

**Task**
•As per agreements

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