



Outline

- Approach and Methodology
- Key Findings
 - Establishing Priorities
 - Successful Strategies
 - Organisational Capital
 - Measuring Success
- Conclusions



Background/The Strategy

- The Strategy takes a broad approach to Economic Development
- Sets broad Strategic Priorities
- Establishes 170 recommendations aimed at *Building the Foundation for Our Future*
- This translates into a detailed guide for investing in wealth-creating capital



Measuring Progress

Action Item 5.1.8

Use the NEF to monitor and report on our progress in achieving the commitments agreed to in this Strategy



Why Measure Progress?

- Measuring progress and re-evaluating objectives and priorities helps maintain Strategy's relevance
- Educational for NEF and its members
- Rejuvenate focus
- Keeps NEF on track
- Provide information important in setting directions



How/what did we measure?

- Every action item was reviewed
 - what's been done and by who
- Most input was provided by NEF members
- Considered actions against backdrop of changes in socio-economic environment
- Not easy to make definitive statements about many of the actions



Comprehensive Study leads to Clear Understanding

- Viewing all actions together provided perspective on the accumulated level of activity
- Some major themes became evident through the review process



Major Topics for Discussion

- Clarifying Priorities
- Creating Effective Subject-Specific Strategies
- Investing in Organisational Capital
- Understanding How We Measure Success



Clarifying Priorities



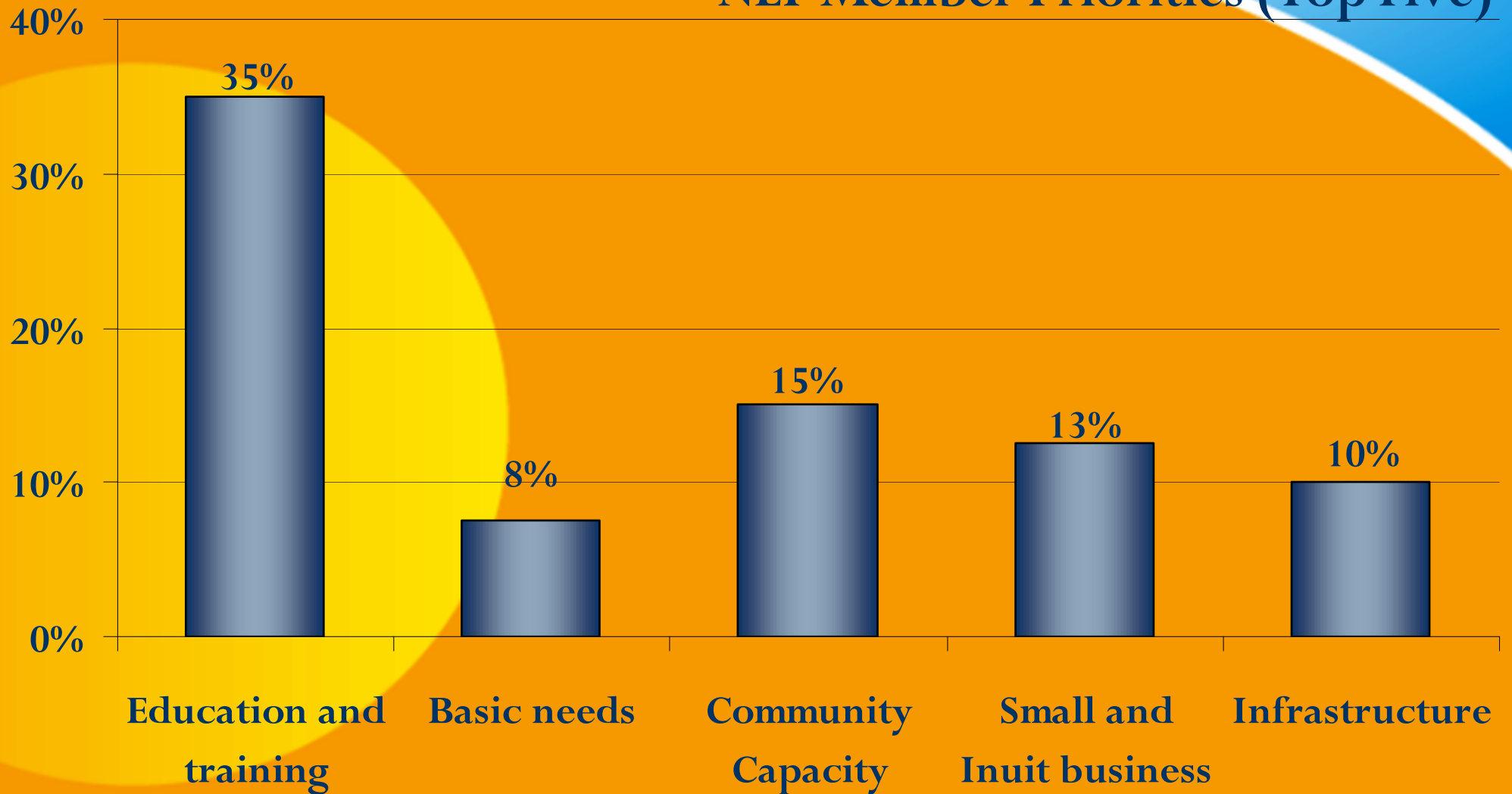
Clarifying Priorities

- Finding common ground has been a challenge for Forum members
- Priorities needed to be identified
- Forum members completed a survey to help address this issue



Member Priorities

NEF Member Priorities (Top Five)





First Priority: Education

- Careful study of the Strategy also revealed education was a major issue
- Action items aimed at improving education appeared again and again
 - Education of Children
 - ... of the Labour Force
 - ... of Public Servants and Community Leaders
 - 52 of the 170 items (over 30%)



Progress on Education

- Lead:* Department of Education
- Support:* multiple organisations, communities, private sector, families
- Status:* Nunavut curriculum and the Nunavut Adult Learning Strategy
- Comments:* both actions are in different stages of development (neither is completed and fully implemented)



How Can NEF Contribute?

- The curriculum and NALS respond to *half* of all action items regarding education
- But the ability of NEF members to assist in either project is limited



Need a Broad Approach

- Focus on Nunavut's education system is too narrow for the Forum
 - only the Department of Education can affect it *directly*
 - and what *if* implementation of the curriculum and the Adult Learning Strategy are delayed?



Focus on Outcomes

- Improving the education system or creating a training program are *outputs*
- A population's health, productivity, and confidence are outcomes
- Focusing on outcomes should provide NEF members some perspective of their role in this priority area and promote cooperation



A second priority: Community Enhancement

- NEF members identified *Community Capacity* and *Basic Needs*—*housing, schools & hospitals* were priorities after education



Comprehensive Array of Recommendations

- *community planning*—more comprehensive and better planning, evaluation, support and implementation of planning
- *community education and training*—EDOs, municipal staff, leaders
- *community development*—through participation in economy and in government, access to programming, improved communication and communication networks, and greater input into the decision-making process
- *community infrastructure*—housing, schools, hospitals, public works



The Essential Recommendation

Action Item 3.1.4

Establish a Community Development Initiative – or “Healthy Communities” Initiative – under the leadership of a single department, or small secretariat, to coordinate Government support for community and economic development



Healthy Communities

- *Healthy Communities* is an outcome from all the planning, educating, and developing action items
- Need a definition
 - what performance areas are we talking about?
 - how will it integrate different departments, strategies, and agencies?



Creating Successful Strategies



Creating Successful Strategies

- The Strategy recommended that subject-specific strategies adopt its framework
- establish its ultimate goal as a high and sustainable quality of life for Nunavummiut
- view the next ten years as a period of capitalisation (wealth-creating capital)



Some Questions

- Some questions regarding implementation, especially in relation to priorities
- Strategies can be aggressive, but must also be realistic
 - how will Strategies be funded/What if funding is unavailable?
 - Are there interim measures?
- Are there opportunities for cooperation in implementation?



Investing in Organisational Capital



Organisational Capital

- the environment in which other aspects of an economy (human and physical capital) interact to create wealth; such as,
 - regulatory environment
 - safety of the environment
- also includes *social cohesion* which refers to how well people and their organisations get along



New Approach to Organisation

- Perhaps the Strategy's greatest contribution is its approach to organisational capital
 - Government of Nunavut is sharing authority over policy direction
 - Nunavut Tunngavik Incorporated is working beyond the NLCA
 - NGO's have a *significant* role



Support for NGOs

- Please read Exhibit 3 in the Forum's *Progress Review*
- NGOs role in implementation of the Strategy is substantial—their core funding is not
- How can government download responsibility, but maintain accountability?



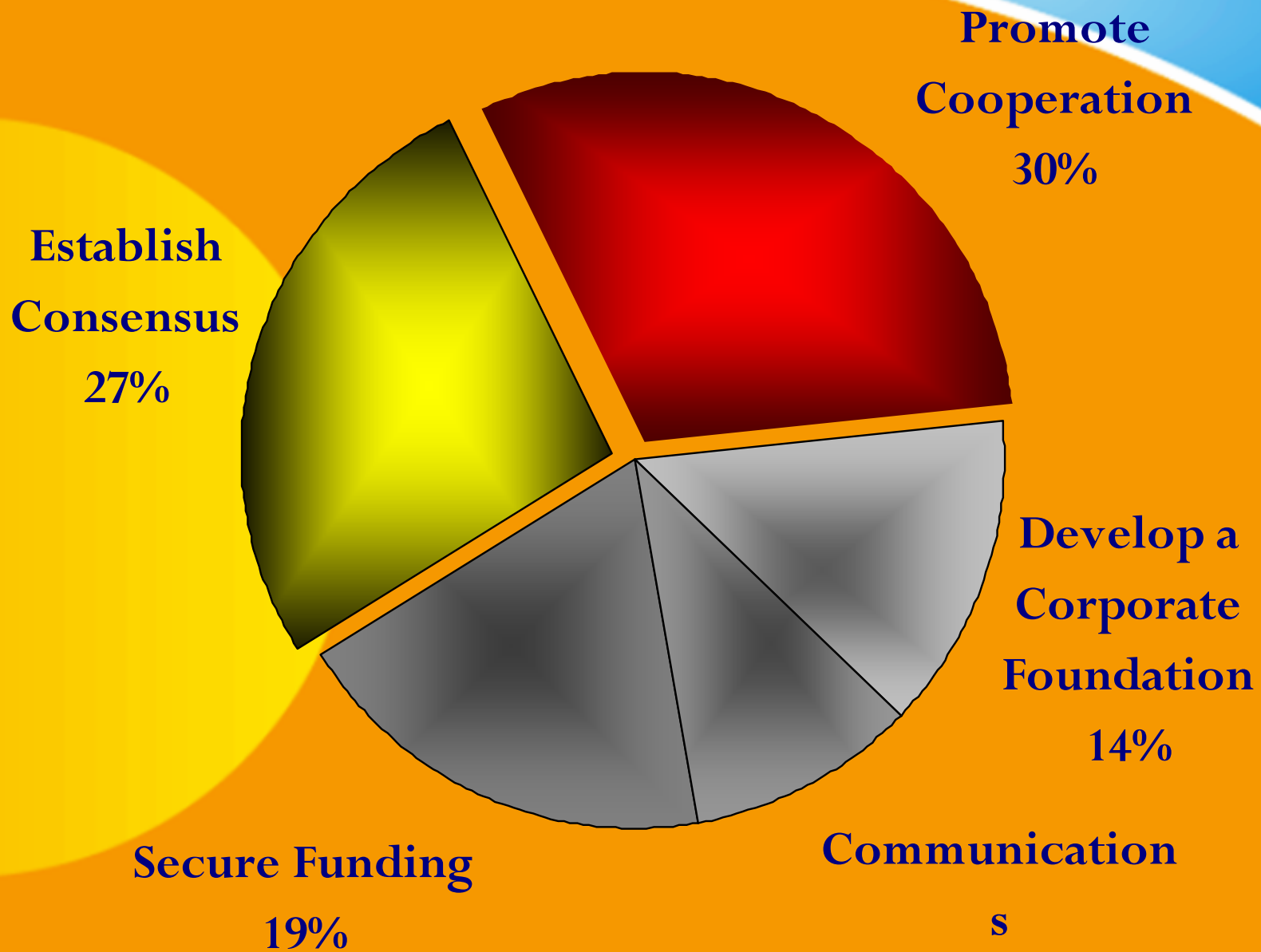
Building Trust

- The amount of trust built through the Strategy (and the Forum) will dictate its success
- Must occur at the organisational *and* individual level



Building Trust

Top Priority for NEF





Understanding How We Measure Success



Success not just a matter of counting actions

- success or failure of action items does not provide enough information to assess outcomes
- Counting the number of action items completed or nearing completion would shed no light on changes in quality of life
 - says nothing of the *quality* or *efficiency* of action
- what has been done is more important than *how much*



Can't Ignore Actions Either

- While counting actions does not measure outcomes, we cannot ignore them either
- Provides organisations with a “to do list”—something tangible
- Error is in losing sight of the purpose of these actions, which is the *outcome*
- Keeping organisations focused on outcomes and working on specific actions is a role for the NEF



Outputs Achieved, Outcomes Needed

- EG: the Northern Strategy, SINED and Housing Fund (from federal budget) are all outputs identified in the Strategy
- What are the outcomes?
- Can the spending address priorities?
 - Training
 - Cooperation and coordination
 - Community involvement



Conclusions and Next Steps



Conclusions and Next Steps

- *intent of Strategy was to bring groups together to work collectively on areas requiring a collective response*
- the Review found a lot has been accomplished in addressing action items, but more is needed in terms of cooperation and coordination



Forum's Outlook

1. gain support for the priority areas
2. improve social cohesion and trust between members
3. focus attention on outcomes
4. ensure debate on Nunavut's development is open and informed

