

PRACTICAL. NATION-CENTRED. BUILT TO BE USED.

Governance that works in practice.

Practical governance support for Indigenous Nations, administrations, boards and Nation-owned entities.

**Growth and opportunity move quickly.
Governance needs to be ready.**

Your Nation sets the direction. GNPCI helps put that direction into clear roles, practical tools, workable processes, and a clear plan for implementation, all supporting better decision making.

FOR

- Chief and Council
- Administration
- Economic development corporations
- Boards and directors
- Nation-owned businesses
- Senior leadership

FIVE-STAGE FRAMEWORK

- 1 Discover
- 2 Define
- 3 Engage
- 4 Design
- 5 Implement



Governance support can build on what is working.

It can also help a Nation prepare for growth, navigate change, work through complex decisions, or clarify how existing arrangements are meant to function.



01

A new opportunity is taking shape

A major project, acquisition, partnership, investment or new entity may raise questions about who makes which decisions, what should guide them and how accountability should work before commitments are made.



02

Roles or relationships need clarification

Council, administration, boards, shareholder representatives and management may benefit from a shared understanding of responsibilities, decision points, reporting and how concerns are raised.



03

Leadership or structures are changing

An election, new CAO or CEO, board renewal, restructuring or growth may create a need to protect continuity, carry forward priorities and support a clear transition.



04

Different priorities need to be weighed

A decision may involve community employment, profitability, reinvestment, risk, service expectations or other Nation priorities. Governance can help make the basis for those choices clear before pressure is high.



05

Decision-making needs a consistent process

Is there a consistent process for confirming that the right laws, policies, delegated responsibilities and procedures have been considered before a decision is made? Who is responsible for that check?



06

An event or recurring issue raises a governance question

Something may happen, or continue happening, that prompts a closer look at how governance is working in practice. Looking at the roles, authority, decision-making, oversight and follow-through can help identify what worked, what did not, and what may need to change.



The starting point can be a strength to build on, an opportunity, a transition, an event, or a governance question the Nation wants to explore.



BUILD ON WHAT IS ALREADY THERE.

Discovery considers governing documents, prior engagement and other work the Nation wants included, alongside current practices, strengths and relevant perspectives.

A clear process. Adapted to your priorities.

The five-stage sequence stays clear. The work within each stage is adapted to the Nation's priorities, governance context, laws, values and the people who need to be involved.

1 DISCOVER 	Build a shared picture of current strengths, governing documents, previous work the Nation wants considered, decision-making practices, relationships and operating conditions.	YOU RECEIVE Governance context summary
2 DEFINE 	Agree what the Nation wants to address or strengthen, why it matters, the intended outcome and who will confirm the direction and next steps.	YOU RECEIVE Approved governance focus and scope
3 ENGAGE 	Involve the people whose knowledge, rights, responsibilities or interests should shape the direction, using methods selected by the Nation.	YOU RECEIVE Engagement record and confirmed direction
4 DESIGN 	Co-develop only the arrangements, tools and processes needed for the agreed priorities, guided by the Nation's laws, values, teachings, protocols and practices.	YOU RECEIVE Draft governance tools and implementation requirements
5 IMPLEMENT 	Support orientation and first use, identify adjustments and complete a clear handover or define any continuing support role.	YOU RECEIVE Implementation and transition plan



Clear sequence. Flexible within each stage.
The Nation's direction guides the work.

Practical support, built around your priorities.

Only the components needed for the Nation's approved priorities are developed. The work can support a broad governance review or a focused area, without assuming a predetermined solution.



POSSIBLE COMPONENTS (AS NEEDED)



Roles and Responsibilities

Clarify who is responsible for what decisions and actions.



Decision-Making Frameworks

Practical steps and checks that support consistent, well-informed decisions.



Meeting Structure and Support

Agendas, materials, briefs, action tracking and follow-up.



Policies and Directives

Fit-for-purpose policies that reflect laws, values and priorities.



Reporting and Accountability

Information that supports oversight, transparency and learning.



Conflict of Interest Supports

Clear expectations and practical steps to manage conflicts.



Risk Awareness and Oversight

Simple tools to identify, monitor and respond to risks.



Performance Indicators

Measures that reflect what matters most to the Nation.



Orientation and Training Support

Help for leaders, directors and staff to build confidence.



Implementation and Transition

Ready-to-use plans, support for first use and handover.



Practical. Nation-centred. Built to be used.