NATRC

Tribal Nation Reference Architecture

Capability Maps, Value Streams, and Strategy Maps for Tribal Nations

IT must achieve alignment with tribal leadership to help drive value in nation building.

This reference architecture is not meant to serve as a prescriptive strategic framework for federally recognized tribal nations. Instead, it is designed to provide templates that tribal nations can leverage to accelerate their nation building efforts. When combined with guidance from tribal leadership, these templates enhance IT's ability to align people, process, and technology with key tribal nation priorities.

This research is designed for:

- ✓ Tribal leaders, directors of IT, VPs, or CIOs who need to improve their nation's understanding of its capabilities and how IT can better support them.
- ✓ Tribal nations that want to sharpen their focus by using reference architecture to inform their IT governance, stakeholder management, and IT strategy capabilities.

This research will help you:

- ✓ Leverage a validated set of models and maps for your tribal nation.
- ✓ Analyze how well capabilities are supported by people, process, and technology.
- ✓ Build upon the development of your tribal architecture, IT strategy, application portfolio, and data architecture capabilities.

01 Document your tribal nation's capability map referencing Info-Tech's *Tribal Nation Reference Architecture.*

02 Use your unique capability map to define your tribal nation's strategic focus.

03 Assess your tribal nation's key capabilities to determine your strategic planning priorities.
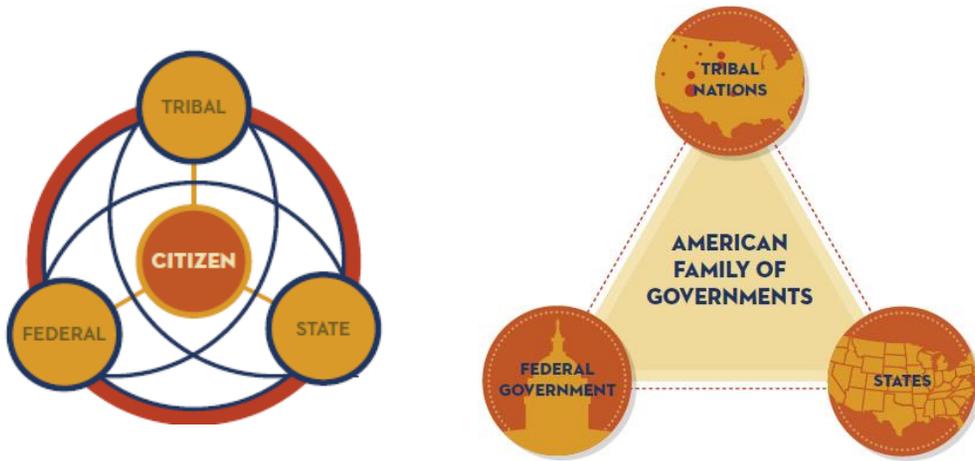
04 Adopt a capability-based approach to strategic planning.

Overview: Tribal Nations

The US continues to recognize this unique political status and relationship. Native peoples and governments have inherent rights and a political relationship with the US government that does not derive from race or ethnicity. Tribal members are citizens of three sovereigns: their tribe, the US, and the state in which they reside. They are also individuals in an international context with the rights afforded to any other individual.

Sovereignty is a legal word for an ordinary concept — the authority to self-govern. Hundreds of treaties, along with the Supreme Court, the President, and Congress, have repeatedly affirmed that tribal nations retain their inherent powers of self-government. These treaties, executive orders, and laws have created a fundamental contract between tribes and the US. Tribal nations are located within the geographic borders of the US, while each tribal nation exercises its own sovereignty.

Source: National Council of American Indians (NCAI), "Tribal Nations & the United States: An Introduction"

"We are innovating in our governments, revitalizing our communities, and growing our economies. And we continue to partner with other governments to meet common challenges."
– NCAI President Brian Cladoosby
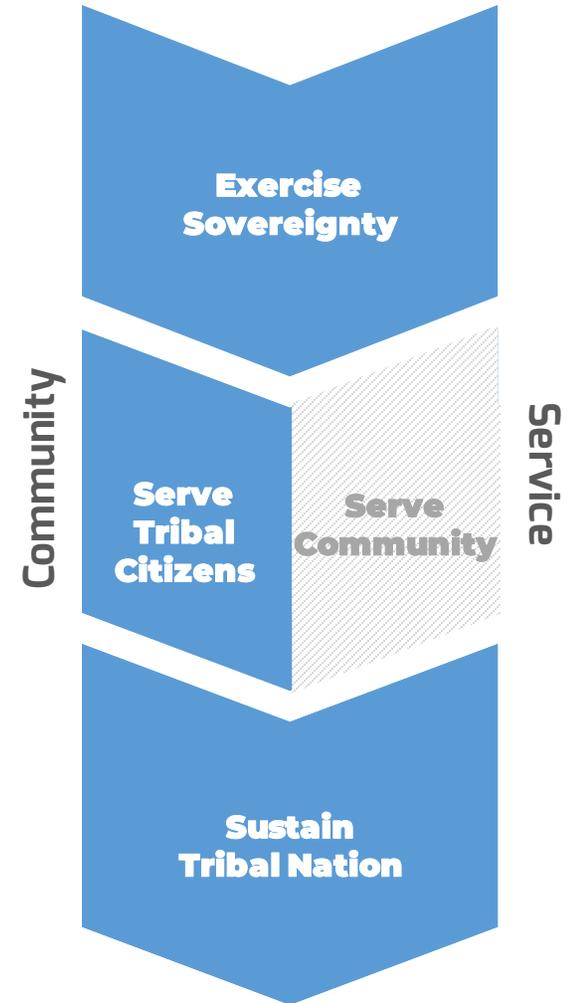
Source: NCAI, "2017 Annual Report"

Figure above: Value Chain for Tribal Nations

What Is Native Nation Building?

Nation building refers to efforts native nations make to increase their capacities for self-rule and for self-determined, sustainable community and economic development.

Nation building involves building institutions of self-government that are culturally appropriate to the nation and that are effective in addressing the nation's challenges. It involves developing the nation's capacity to make timely, strategically informed decisions about its affairs and to implement those decisions. It involves a comprehensive effort to rebuild societies that work.

Five Core Principles of Native Nation Rebuilding

The Native Nations Institute's (NNI) understanding of Indigenous nation building emerges from 30 years of research by the Harvard Project on American Indian Economic Development (founded in 1986) and the NNI (founded in 2001). Our research efforts have sought to understand the conditions under which sustained development can be successful in Indigenous nations. The results indicate that five elements are particularly important:

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

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

- **Cultural match.** Institutions that build and innovate upon Indigenous conceptions of authority fare better than those whose form departs from such conceptions.

- **Strategic orientation.** Successful native nations tend to approach development not as a quick fix for poverty but as a means of building a society that works.

- **Leadership.** 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.

Source: NNI, "What Is Native Nation Building?"

GLOSSARY OF KEY CONCEPTS

Value Chain

A high-level analysis of how a tribal nation creates value for its citizens and community as an overall end-to-end process.

Tribal Nation Capability Map

A visual representation of the tribal nation's key capabilities. This model forms the basis of strategic planning discussions.

Value Streams

The specific set of activities tribal nations undertake to create and capture value for and from the tribal community.

Strategic Objectives

A set of strategic objectives that tribal nations will feature in their strategic plans.

Strategy Map

A visualization of the alignment between a tribal nation's strategic direction and its key capabilities.

Capability Assessments

Based on people, process, and technology, a heat-mapping effort that analyzes the strength of each key capability.

Dive Deeper Into Our Research by Clicking One of the Elements Below

IT Management & Governance Framework

A comprehensive and connected set of research to help you optimize and improve your core IT processes.

INFO~TECH RESEARCH GROUP | COBIT 5 AN ISACA FRAMEWORK

STRATEGY & GOVERNANCE

- EDM01 — IT Governance
- APO02 — IT Strategy
- APO01 — IT Management and Policies
- MEA01 — Performance Measurement
- APO04 — Innovation

PEOPLE & RESOURCES

- APO07 — Human Resources Management
- ITRG01 — IT Organizational Design
- BAI08 — Knowledge Management
- ITRG02 — Leadership, Culture and Values

FINANCIAL MANAGEMENT

- EDM02 — Business Value
- APO08 EDM05 — Stakeholder Relations
- APO06 — Cost and Budget Management
- APO10 — Vendor Management
- EDM04 — Cost Optimization

SERVICE PLANNING & ARCHITECTURE

- APO03 — Enterprise Architecture
- APO09 — Service Management
- ITRG03 — Manage Service Catalogs
- APO11 — Quality Management

INFRASTRUCTURE & OPERATIONS

- BAI04 — Availability and Capacity Management
- BAI06 — Change Management
- BAI09 — Asset Management
- BAI10 — Configuration Management
- BAI07 — Release Management
- DSS01 — Operations Management
- DSS02 — Service Desk
- DSS03 — Incident and Problem Management

SECURITY & RISK

- APO13 — Security Strategy
- DSS05 — Security Management
- DSS06 MEA02 — Business Process Controls and Internal Audit
- EDM03 APO12 — Risk Management
- MEA03 — External Compliance
- DSS04 — Business Continuity
- DSS04 — Disaster Recovery Planning

APPS

- ITRG04 — Application Portfolio Management
- BAI03 — Enterprise Application Selection & Implementation
- BAI03 — Application Development Throughput
- BAI07 — Application Development Quality
- ITRG05 — Application Maintenance

DATA & BI

- ITRG06 — Business Intelligence and Reporting
- ITRG07 — Data Architecture
- ITRG08 — Data Quality

PPM & PROJECTS

- APO05 — Portfolio Management
- BAI01 — Project Management
- BAI05 — Organizational Change Management
- BAI02 — Requirements Gathering

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