



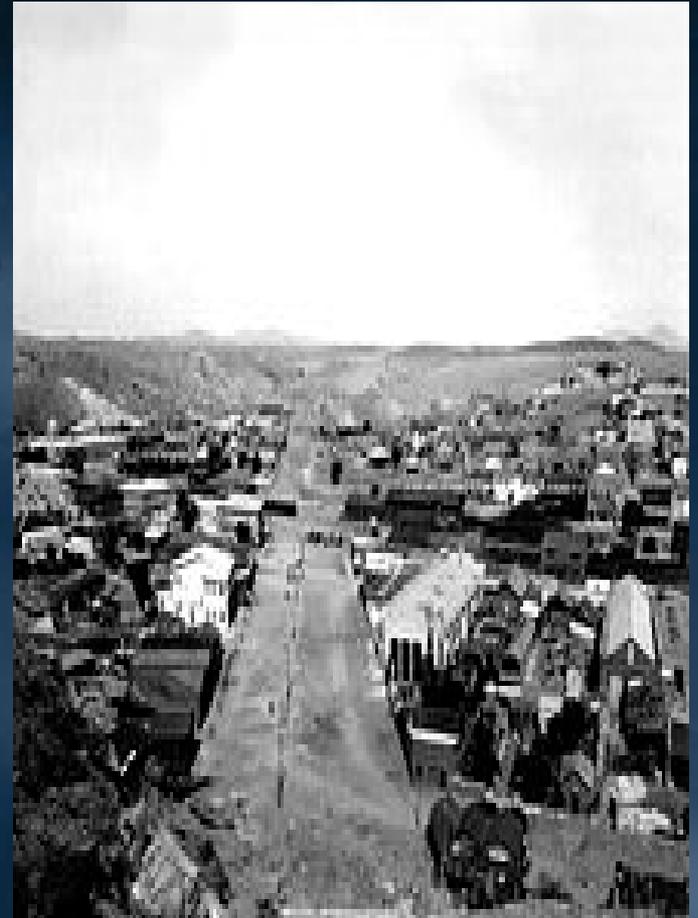
# Civil Leadership Stewards For A Sustainable Future

# Civil Leadership

In 1841, a land grant from the Mexican government to the Elías family established *Los Nogales de Elías*.

in 1913 and 1915, the main consequence of the violence saw the building of the first border fence between Nogales, Arizona, and Nogales, Sonora, along the previously unobstructed boundary line on International Street.

On August 27, 1918, a [battle](#) between United States Army forces and Mexican militia - mostly civilian in composition - took place. Culminating as the result of a decade's worth of tensions originating from the Mexican Revolution and earlier battles in Nogales along the border



# *A Tale of Two Cities*

Nogales located at the intersection the CANAMEX Highway, connecting Canada, the United States, and Mexico.

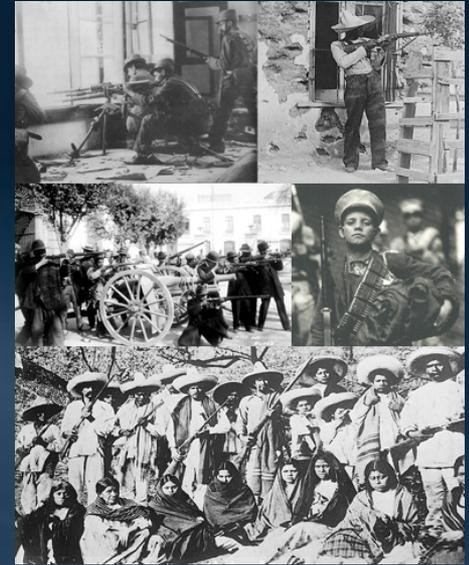
Nogales also is the beginning of the Sun Corridor, an economically important trade region stretching from Nogales to Prescott, AZ, including the Tucson and Phoenix metropolitan areas.





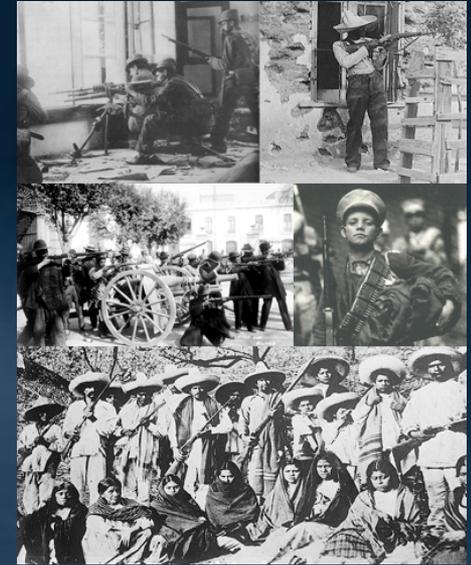
# *A Tale of Two Cities*

- Most adults have a high school education.
- Average annual income is \$30,000.00 dollars.
- Residents over 65 have health care.
- The rule of law is respected people do not fear expropriation of their business property or house.
- Relatively good roads and sewage facilities, etc.
- If citizens don't like how the City is run they can vote the politicians out.



# *A Tale of Two Cities*

- Income of a average citizen in Nogales Sonora is 1/3 of average citizen in Nogales Arizona.
- Most adults do not have a high school diploma.
- Many teenagers are not in school
- High rates of infant mortality.
- Crime is high ( Feb 2014 Discovery of the largest marijuana tunnel in Nogales Sonora)
- Opening a business is expensive (Greasing palms required to move the process along).
- Citizens live with corruption and ineptitude every day.



Why?

# Let's Turnn Back Time



1492 Columbus discovers America

1516 Juan Diaz de Solis discovers South America Solis dies at the hands of the locals..

1519 Herman Cortes Discovers Mexico

1534 Francisco P izarro expedition to Peru.

1554 Spain's first mission of settlers under Pedro Mendoza  
Buenos Aires is founded.



# Let's Turnn Back Time



# Spanish Colonization Strategy

**1. Raid the local villages, take the King hostage.**

**Torture until the leader directs villagers to bring enough gold and silver to fill the king's house.**

**2. When completed demand more!!!**

**3. After the villagers delivered more gold and silver, the king was either killed by strangulation or death by burning them alive.**

**4. Villagers were then enslaved as they and their land was divided among the conquistadors.**

**5. Governing institutions were then set up modeling the institutions of the Spanish Royal elites.**

# A Tale of Two Cities

## The English Are Coming



1585 English begin colonizing North America at Roanoke N'C.

1607 James Town after King James the 1<sup>st</sup> who Claimed the land which was also claimed by the Pawhata Indian tribe who refused to trade with the new comers. Winter of 1607 was bitter cold. 1608 settlers returned to their search for gold and silver. They invited the Chief to Jamestown. The settlers could not course the Indians to trade with them.

The Virginia Company - ***“ If the indigenous people could not be exploited perhaps the colonist could.***

The new model for settlement was as follows;

1. The Virginia Company owned all the land.
2. Men lived in barracks and worked for a gang leader
3. Refusing to work or running away carried a death penalty.



# *Tale of Two Cities*

## *Exploiting North America*

1618 Head right system was developed giving each settler 50 acres of land and 50 more for each family member or servant.

1662 10 million acres of land granted to Lord Baltimore.

1663 Founding of Carolina. Lords would rule over 1000 acres plots

Maryland Charter spelling out the social structure

Land Gravers, Caciques the elites and leetmen at the bottom

# *A Tale of Two Cities*

## *US Law and Order*

1774 The Continental Congress.

1776 Independence.

The constitution adopted included enforcement of the Constitution, broadly distributing power through out society, and created limitations on political power.

1812 Spain created the Cldiz Constitution. Calling for the end of special privileges for the elites and equality before the law. As well as, the abolishment all forms of forced labor.

1821 Mexico declares independence abolishes the Clidiz constitution and sets up a monarchy. Resulting in 50 years chaos . Between 1824 and 1867 there were 52 presidents of Mexico.

# *A tale of Two Cities*

*It is the politics and politically connected institutions that determine the power to create prosperity or poverty.*



# *Why the U.S. Corporate World Became 'A Bull Market for Corruption.'*

Each financial crisis was larger than the one before, financial debacles, she called "increasingly disturbing.

"The Dot Com Bubble. The giant accounting frauds in the early 2000's ( , MF Global, Lemman Brothers, Bail out of Wall street, etc. The corrupt brokerage firms research that harmed so many investors, The Libor [London Interbank Offered Rate] rate-fixing scandal

Scandal after scandal cast doubt on the basis for trillions of dollars of fixed income instruments (CDO's). And currently the 2008 mortgage crisis, It all raise serious questions about some of society's "most revered institutions".

" What she finds most troubling is that among the executives at the core of these events, "accountability has been AWOL."

# Good Governance

Good governance is characterized by robust scrutiny, placing pressure on improving performance and tracking and combating corruption resulting in improving people's lives.

The real challenge for public sector entities, however, remains in the implementation and enforcement of legal codes and guidance, as it is often their application that fails in practice.

# Good Governance At Work

Identify all the ways the CI Government ensures good governance and how it could be improved.

You Have 20 Minutes.



Where do you want your children to live?



Nagoles  
Arizona or Sonora



# Good Governance

It is incredibly important to achieve the Intended outcomes while Acting in the Public Interest at all Times.

- A. Behaving with integrity, demonstrating commitment to the rule of Law.
- B. Ensuring openness and comprehensive stakeholder engagement
- C. Defining outcomes that sustain economic, social, and environmental benefits.
- D. Determining the interventions necessary to optimize the outcomes
- E. Developing the entity's capacity, including the capability of its leadership
- F. Managing risks and performance through robust internal controls and strong public financial management
- G. Implementing good practices in transparency, reporting, and audit, to deliver effective accountably.

# *Civil Leadership*

The main obstacles to the adoption of policies that reduce market failures and encourage economic growth is not the ignorance of politicians but the incentives and constraints they face from their fellow politicians and the economic institutions in their society.

# Civil Leadership

The first question to ask is why are those institutions there in the first place?

*This question is not answered then policy, law, performance measures may be set in place but not followed.*

*Continued failure may persist if those in power do not address the institutional causes of the failure in the first place.*

# *Civil Leadership*

"Freedom is never an achieved state; like electricity, we've got to keep generating it or the lights go out." — [Wayne La Pierre](#)

# *Chacteristics of Leadership*



# Leadership

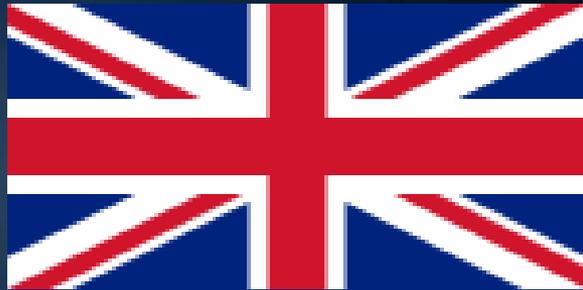


And as we let our own light shine, we unconsciously give other people permission to do the same.

**Nelson Mandela**

# *Civil Leadership*

"The only thing necessary for the triumph of evil is for good men to do nothing." -- Edmund Burke



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children to live?

Nagoles

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