

PURPOSE

The purpose of this document is to provide the University of British Columbia (UBC) Board of Governors and senior leadership with an overview of UBC's commitments to Indigenous peoples and the advancement of Indigenous peoples' human rights under:

- United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)
- Declaration on the Rights of Indigenous Peoples Act [SBC 2019] c. 44 (DRIPA)
- 2020 UBC Indigenous Strategic Plan (ISP)

All of these documents are, fundamentally, about recognition of and respect for Indigenous peoples' human rights. While the Canadian Common Law on Aboriginal¹ Rights and Title continues to evolve, UNDRIP and emerging UNDRIP implementation legislation in BC and Canada provides the University with an authoritative framework for advancing Indigenous peoples' human rights, justice, and meaningful reconciliation.

This document was developed by Dr. Sheryl Lightfoot² together with the UBC Office of Indigenous Strategic Initiatives as part of its work in assisting the implementation of the Indigenous Strategic Plan at all levels of UBC, including at the executive level and with faculty and unit leadership. It is not a legal opinion on the application of UNDRIP to UBC. Rather, it is intended to provide a broadened and multi-dimensional lens to contextualize and uphold the commitments the University has made to promote the principles of UNDRIP and Indigenous peoples' human rights.

Background

The following timeline represents key legal, political, and policy milestones that continue to shape and influence UBC's commitments to Indigenous peoples and implementation of UNDRIP.

- **1982** The patriation of the Constitution of Canada, including s. 35 recognizing and affirming existing Aboriginal and treaty rights of the Aboriginal people of Canada.
- 1984 Guerin v. The Queen. The Supreme Court of Canada ruled in favour of the Musqueam Indian Band that the Crown had neglected its fiduciary duty to Musqueam when it renegotiated a lease on Musqueam land without the Band's knowledge. The case was instrumental in defining the fiduciary duty of the Crown to protect the interests of Aboriginal peoples.
- **1990** *Sparrow v. The Queen.* In Sparrow, the Supreme Court of Canada upheld the Musqueam Aboriginal right to fish for food, social, and ceremonial purposes and

¹Like 'Indigenous', the term 'Aboriginal' refers to First Nations, Inuit and Métis people, either collectively or separately. The term 'Aboriginal' is the term used in the Constitution of Canada and in Canadian case law. The term 'Indigenous' is the preferred term in international usage, e.g. the UNDRIP, and is increasingly being chosen over 'Aboriginal' both formally and informally in Canada.

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confirmed that this right had not been extinguished and was therefore protected under s. 35 of the *Constitution Act, 1982*. This case was important for clarifying the changing nature of Aboriginal rights over time and established five criteria for interpreting s. 35 Aboriginal rights or treaty rights.

- **1997** Delgamuukw v. British Columbia. The Supreme Court of Canada confirmed Aboriginal title does exist in British Columbia and that it consists of a right to the land itself and not just to its resources (fishing, hunting, etc.). The Court also confirmed that government must consult and may have to compensate Indigenous peoples whose rights are affected by government decisions about land use.
- 2004 Haida Nation v. British Columbia and Taku River Tlingit v. British Columbia. Together, the Supreme Court of Canada decisions in these cases served to clarify the roles and responsibilities of the government to consult and, where appropriate, accommodate Indigenous peoples whose Aboriginal rights may be impacted by government decisions. These cases also clarified when the duty is triggered and the scope of consultation that may be required.
- 2005 First memorandum signed with the Okanagan Nation Alliance on educational cooperation and programming.
- 2006 Musqueam Memorandum of Affiliation formalizing, expanding and enhancing the working relationship between UBC and Musqueam Indian Band.
- 2007 United Nations General Assembly votes to accept the United Nations Declaration on the Rights of Indigenous Peoples.
- 2008 British Columbia finalized a landmark agreement with Musqueam. The deal, which was ratified overwhelmingly by the Band, involves the transfers of title over a number of small parcels of land back to Musqueam including the University of British Columbia Golf Course lands.
- 2009 Aboriginal Strategic Plan (UBC). This was the first Aboriginal strategic framework at a university in North America.
- **2010** Government of Canada announces support for the *United Nations Declaration on the Rights of Indigenous Peoples*, but with significant qualifications.
- 2012 Okanagan Nation Alliance Memorandum of Understanding.



- **2014** Tsilhqot'in Nation v. British Columbia. This landmark Aboriginal title case represents the first time that the Supreme Court of Canada made a declaration of Aboriginal title. The Court confirmed that Aboriginal title is a beneficial interest in land, being the right to use and manage it, enjoy it, occupy it, possess it, and profit from its economic development. Aboriginal title was not limited to village sites, but also extended to tracts of land that were regularly used for hunting, fishing, or otherwise exploiting resources and over which the Nation exercised effective control at the time of the assertion of European sovereignty.
- 2015 Conclusion of the Truth and Reconciliation Commission of Canada, Final Report and introduction of 94 Calls to Action, including Call to Action 43, which calls for the full implementation of the UNDRIP as the framework for reconciliation in Canada.
- **2016** The Government of Canada fully endorses the *United Nations Declaration* on the Rights of Indigenous Peoples, without qualifications.
- **2017** Work begins on renewed UBC Indigenous Strategic Plan.
- 2018 UBC President Santa Ono apology to Indigenous peoples regarding Indian Residential Schools
- 2019 Conclusion of the National Inquiry into Missing and Murdered Indigenous Women and Girls and introduction of 231 Calls for Justice, which again includes a call to fully implement UNDRIP.
- **2019** UBC Okanagan's Declaration of Truth and Reconciliation Commitments.
- **2019** Declaration on the Rights of Indigenous Peoples Act (BC legislation)
- **2020** UBC Indigenous Strategic Plan launched.



HIGHLIGHTS FROM THE DECLARATION

- Essentially, the Declaration prohibits discrimination against Indigenous peoples, promotes their full and effective participation in all matters that concern them, as well as their right to remain distinct and to pursue their own visions of economic and social development.
- 17/46 articles of the
 Declaration deal with
 Indigenous culture and how
 to protect and promote it, by
 respecting the direct input
 of Indigenous peoples in
 decision-making, and allowing
 for resources, such as those
 for education in Indigenous
 languages and other areas.
- 15/46 articles of the Declaration are about Indigenous peoples' participation in all decisions that will affect their lives, including meaningful participation in a democratic polity.
- The Declaration confirms the right of Indigenous peoples to their means of subsistence and development as well as just and fair redress³.

³ Source: https://www.un.org/esa/socdev/unpfii/documents/FAOsindigenousdeclaration.pdf

Questions and Answers

Q1: WHAT IS UNDRIP? WHO IS RESPONSIBLE FOR IMPLEMENTING UNDRIP?

UNDRIP is an international instrument adopted by the United Nations on September 13, 2007. Canada, along with four other countries, initially voted against UNDRIP in the UN General Assembly. It was not until November 2016 when Canada fully endorsed UNDRIP without qualifications. This is the only international human rights instrument Canada has ever opposed.

UNDRIP is the most comprehensive universal international human rights instrument explicitly addressing the human rights of Indigenous peoples by articulating "the minimum standards for the survival, dignity and well-being of the Indigenous peoples of the world" (Article 43).

UNDRIP contains a preamble and 46 articles that affirm both the collective and individual human rights of Indigenous peoples, including: repudiate colonialism and affirm the inherent right of self-determination; the right to be free of discrimination, free, prior, and informed consent; the right of redress; linguistic rights; and cultural, spiritual, economic, and social rights. It was developed and drafted with significant input and advocacy from Indigenous leaders from Canada working in collaboration with UN Member States for over twenty years.

The United Nations is a collection of states whose declarations speak to states' obligations. UNDRIP calls upon member states (countries) to uphold the inherent human rights of Indigenous peoples and to take all steps necessary to implement these human rights. While UBC is neither the state (Crown) nor its agent, through the UBC Indigenous Strategic Plan we have acknowledged, taken seriously, and committed to the responsibility of upholding and implementing these rights within the scope of the operations of our institution.

O2: WHAT IS THE APPLICATION OF UNDRIP IN CANADIAN LAW?

As an international human rights declaration, UNDRIP is not legally binding in the same manner as international treaties or conventions, but it does have diverse legal effects. The Declaration does not create any new or "special" rights, but rather, it details and interprets existing human rights as they apply to the specific contexts and situations of Indigenous peoples. These are human rights that are already enshrined in other international human rights instruments. According to a study carried out by the United Nations Expert Mechanism on the Rights of Indigenous Peoples:

The provisions of the Declaration, including those referring to free, prior and informed consent, do not create new rights for Indigenous peoples, but rather provide a contextualized elaboration of general human rights principles and rights as they relate to the specific historical, cultural and social circumstances of Indigenous peoples....⁴

⁴ Source: https://undocs.org/A/HRC/39/62

How United Nations member-states choose to implement their obligations into domestic law is not something the United Nations directs. In Canada, UNDRIP can become codified into domestic law through implementation legislation, like the recently enacted *Declaration on the Rights of Indigenous Peoples Act in British Columbia (DRIPA)*, and the proposed federal *United Nations Declaration on the Rights of Indigenous Peoples Act (Bill C-15)*.

In addition to implementation legislation, UNDRIP is increasingly incorporated into Canadian Common Law. UNDRIP has been cited in many court decisions (almost 100 cases in Canada as of the end of 2020)⁵, and is referred to in several pieces of legislation, including the *Indigenous Languages Act* (s. 5(g)) [SC 2019] c. 23) and *An Act respecting First Nations, Inuit and Metis children, youth and families* (s.8(c)) [SC 2019] c. 24).

UNDRIP, section 35 of the *Constitution Act*, 1982, and case law work together as a framework for reconciliation and the advancement of the rights of Indigenous peoples in Canada. As early as 1987, the Supreme Court of Canada was already stressing the importance of international human rights law in the interpretation of Charter provisions and this notion has been further established in the years since.

"The various sources of international human rights law – declarations, covenants, conventions ... customary norms – must, in my opinion, be relevant and persuasive sources for interpretation of the Charter's provisions"

Former Supreme Court of Canada Chief Justice Dickson

Using UNDRIP as a tool to interpret section 35 of the *Constitution Act, 1982* elevates Indigenous human rights beyond the current minimum legal standard. A key example of this is how UNDRIP expands Indigenous peoples' expectation that the "duty to consult, and sometimes accommodate" found in Canadian jurisprudence be expanded to obtaining the "free, prior and informed consent" (FPIC) of Indigenous peoples for state-sanctioned conduct on the land which may have adverse impacts on Indigenous human rights. As a result, governments are responding with new processes that bring Indigenous peoples into land-use decision making processes on a government-to-government basis between Indigenous governing bodies ⁶ and federal and provincial governments.

⁵ Source: https://www.sencanada.ca/content/sen/committee/421/APPA/Briefs/Brief NigelBankesUNDRIP e. pdf For example: Mi'kmaw Family and Children's Services of Nova Scotia v. RD, 2021 NSSC 66 (CanLII); Manitoba Metis Federation Inc. v. The Government of Manitoba et al., 2018 MBQB 131 (CanLII); and Canada (Human Rights Commission) v. Canada (Attorney General), 2012 FC 445 (CanLII)

⁶ In this context, "Indigenous governing bodies" means an entity that is authorized to act on behalf of Indigenous peoples that hold rights recognized and affirmed by section 35 of the Constitution Act, 1982. (Declaration on the Rights of Indigenous Peoples Act, SBC 2020, c. 44, s. 1)

Q3: WHAT IS THE RELATIONSHIP BETWEEN THE ISP, UNDRIP, AND THE TRUTH AND RECONCILIATION COMMISSION CALLS TO ACTION?

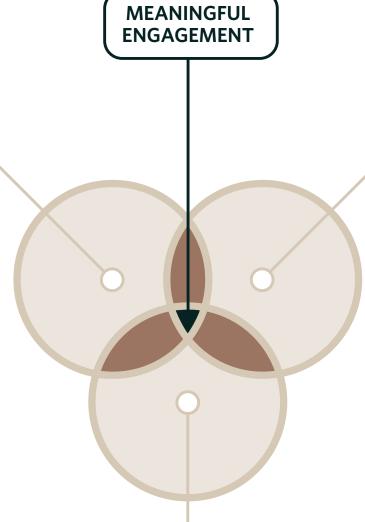
Together, UNDRIP, the TRC Calls to Action, and the Indigenous Strategic Plan provide a comprehensive roadmap for UBC to advance meaningful reconciliation at all levels of the University.

UNDRIP

Article 46: "[t]he provisions set forth in this Declaration shall be interpreted in accordance with the principles of justice, democracy, respect for human rights, equality, non-discrimination, good governance, and good faith."

Key Principles:

- Non-discrimination and fundamental rights
- Self-determination
- Cultural integrity
- Centrality of lands, territories and resources



ISP

An Indigenous-led, long term strategy for the UBC community which responds to a mandate from the Province of BC to implement the TRC Calls to Action and UNDRIP.

"In post-TRC Canada, we are morally and ethically compelled to implement these global human rights standards." (p. 24)

TRC CALLS to ACTION

Call to Action 43: "We call upon federal, provincial, territorial, and municipal governments to fully adopt and implement the *United Nations Declaration on the Rights of Indigenous Peoples* as the framework for reconciliation."

Call to Action 44: "We call upon the Government of Canada to develop a national action plan, strategies, and other concrete measures to achieve the goals of the *United Nations Declaration on the Rights of Indigenous Peoples.*"

Q4: WHAT IS DRIPA? WHO DOES IT APPLY TO?

DRIPA is BC provincial legislation passed in November 2019 that affirms the application of UNDRIP to the laws of BC and sets out a framework for the implementation of UNDRIP in British Columbia. It was co-developed with representatives from the BC First Nations Leadership Council (Union of BC Indian Chiefs; First Nations Summit; BC Assembly of First Nations). DRIPA imposes three distinct procedural obligations on the provincial government (all of which are to be met in consultation and cooperation with Indigenous peoples):

- To align provincial laws with UNDRIP (s. 3);
- To establish an action plan to meet the objectives of UNDRIP (s. 4); and
- To produce annual reports on progress (s. 5).

Q5: WHAT APPLICATION DOES UNDRIP IMPLEMENTATION LEGISLATION (E.G., DRIPA) HAVE TO THE UNIVERSITY?

"The Province of British Columbia is the first government in Canada and the Common Law world to pass legislation implementing the UN Declaration. With this Plan, we are responding to this mandate and want to set a positive example for other universities across Canada."

(2020 UBC Indigenous Strategic Plan)

While UNDRIP implementation legislation explicitly applies to the provincial government (in the case of DRIPA) or the federal government (in the case of proposed Bill C-15), the commitments set out in this legislation, and DRIPA in particular, do affect UBC. This is confirmed in the most recent mandate letter delivered by the Honourable Melanie Mark to the UBC Board Chair on February 26, 2020, directing all public sector organizations "to incorporate the *Declaration on the Rights of Indigenous Peoples Act* and Calls to Action of the Truth and Reconciliation Commission within their specific mandate and context."

Section 3 of DRIPA directs the provincial government to ensure that provincial laws align with UNDRIP. This will include a review and potential amendments to relevant laws, including laws that affect UBC.

Section 7(1) may provide the provincial government the ability to intervene in the relationship between UBC and our Indigenous partners. DRIPA thus sets the stage for increased accountability for respectful and reciprocal relationships with our Indigenous partners.

Ultimately, DRIPA aims to bring Indigenous peoples to the table for decisions that affect them. UBC has responded to this objective and, through the 2020 Indigenous Strategic Plan, has committed to prioritizing the advancement of Indigenous peoples' human rights and respect for Indigenous peoples at all levels of UBC's leadership and accountability structure (ISP, Goal 1).

Specifically, Action 5 of the ISP directs us to:

Work with other research universities in British Columbia, the province, Musqueam, the Okanagan Nation and other Indigenous partners to strategically review the *University Act, 1996* and prepare to address any inconsistencies with the principles set out in the Truth and Reconciliation Commission of Canada's Calls to Action, the National Inquiry into Missing and Murdered Indigenous Women and Girls' Calls for Justice, and the *United Nations Declaration on the Rights of Indigenous Peoples.*"

Q6: WHAT LENSES SHOULD BE BROUGHT TO AN ANALYSIS OF THE UNIVERSITY'S ROLE IN IMPLEMENTING UNDRIP AND DRIPA?

UNDRIP represents important shifts in the political and moral commitments of states, public institutions, and all members of society to adopt new standards and norms for the treatment of Indigenous peoples. It is a global consensus human rights document similar to the 1948 Universal Declaration on Human Rights.

For years, Indigenous peoples have used international human rights instruments to advocate for their rights and justice. As confirmed by the Truth and Reconciliation Commission Calls to Action, UNDRIP is understood to be the framework to advance reconciliation and address inequalities (i.e., poverty, marginalization, significant education and health gaps) faced by Indigenous peoples in Canada resulting from the legacies and ongoing colonialism in Canada.

UBC's vision, as written in its next century Strategic Plan, is "inspiring people, ideas and actions for a better world". Key to advancing this vision is the implementation of human rights and the recognition that human rights instruments, such as UNDRIP, are an authoritative source of guidance not just for legislators and government, but for all public institutions and organizations who have social change as part of their organizational mission.

As a leading research university and educator of future legislators, policy makers, and change agents, UBC holds a special responsibility of ensuring the political, social, economic, and cultural dimensions of UNDRIP are activated at all levels of the University.

"The UN Declaration is part of a global societal agenda for the 21st Century and an essential component of reconciliation in Canada. Through this Plan, we at UBC will play a leading role in its implementation as a part of our academic mission."

(2020 Indigenous Strategic Plan)

Q7: WHAT DOES UNDRIP TELL US ABOUT WHAT UBC SHOULD BE DOING TO PROMOTE AND PROTECT INDIGENOUS PEOPLES' HUMAN RIGHTS?

UNDRIP generally promotes four key principles which guide adopting governments, public institutions, and all Canadians to build respectful relationships with Indigenous peoples.

- 1. Non-discrimination and fundamental rights The Declaration acknowledges that Indigenous peoples, individually and collectively, are entitled to the full enjoyment of all human rights and fundamental freedoms recognized in international law.
- 2. **Self-determination** The Declaration recognizes the collective right of Indigenous peoples to self-determination, and the right to pursue and strengthen their distinct political, legal, economic, social, and cultural institutions. This principle reinforces the autonomy of Indigenous peoples and their right to participate in decision-making processes that affect them.
- **3. Cultural integrity** The Declaration recognizes the rights of Indigenous peoples to live in peace, free from acts of violence, genocide, forced assimilation or cultural destruction. This includes the right to determine their own identity and membership, to practice and revitalize their cultural traditions, as well as rights over their cultural heritage and traditional knowledge.
- **4. Centrality of lands, territories, and resources:** The Declaration acknowledges the centrality of land to Indigenous identity and the rights of Indigenous peoples to own, use, develop, and control their lands, territories, and resources. The Declaration acknowledges the importance to Indigenous peoples of maintaining and strengthening their relationship with their lands and upholding their responsibilities to future generations. Preservation and protection of Indigenous peoples' rights under existing treaties, agreements, and other constructive arrangements is also acknowledged.

Q8: WHAT SPECIFIC COMMITMENT HAS THE UNIVERSITY MADE TO IMPLEMENT UNDRIP PRINCIPLES IN THE 2020 INDIGENOUS STRATEGIC PLAN?

The commitment to implement UNDRIP is clearly articulated throughout the 2020 Indigenous Strategic Plan including in its statement of purpose: "The purpose of the Plan is to guide UBC towards our goal of becoming a leading voice in the implementation of Indigenous peoples' human rights, as articulated in the *United Nations Declaration on the Rights of Indigenous Peoples* and other international human rights law." This also necessarily represents UBC's response to the Truth and Reconciliation Commission of Canada.

The Plan commits the University to advance specific goals and actions which serve to address TRC Call to Action #43 and align broadly across the UNDRIP articles and principles.

For example:

ISP Goal #3 - Moving research forward- aligns directly with the UNDRIP principle of self determination by "Support[ing] research initiatives that are reciprocal, community-led, legitimize Indigenous ways of knowing and promote Indigenous people's self determination".

ISP Goal #4 – Indigenizing our curriculum – aligns with the UNDRIP principle of cultural integrity by promoting Indigenous knowledge, worldviews and ways of knowing in curriculum, and by compensating Indigenous experts when they contribute to the goal of Indigenizing UBC curriculum.

ISP Goal #5 – Enriching our spaces - underscores the principle of centrality of lands by "Enrich[ing] the UBC campus landscape with a stronger Indigenous presence." Under this goal, the University is directed to engage directly with Musqueam and Okanagan Nation regarding the design and development of UBC facilities.

The above are just a few examples of how UNDRIP can be implemented through the ISP.

Q9: IN ADDITION TO THE ISP, WHAT ARE OTHER UBC COMMITMENTS THAT REFLECT UNDRIP'S SPIRIT, INTENT, AND PRINCIPLES?

The principles of UNDRIP are also actuated in many of the University's policies and public statements from UBC leadership.

Memorandum of Understanding on Educational Cooperation and Programming between UBC and the Okanagan Nation Alliance (2005) – Underpinning this MOU is the importance of relationships and codevelopment of educational initiatives and inclusive decision-making regarding matters affecting Okanagan Nation education interests and rights. The MOU was an important starting point for building a strong relationship between UBC and the Okanagan Nation Alliance.

Memorandum of Affiliation between UBC and the Musqueam Indian Band (2006) – The key principles of the MOA emphasize the recognition of Musqueam collective rights, autonomy and territories as well as the principles of reciprocity and respect. The MOA also recognizes the social, cultural, and educational gaps experienced by Musqueam members and the lack of knowledge and insight of these gaps expressed by UBC. The MOA represents an important milestone in implementing UNDRIP, because it created a government to university partnership in collaborative education.

UBC Next Century 2018-2028 Strategic Plan -

Indigenous engagement is identified as one of twenty transformational areas of focus for the University including a commitment to respond to the Truth and Reconciliation Commission of Canada's Calls to Action. In fulfilling its academic mission, UBC is committed to working to develop more just, inclusive, and respectful relationships with Indigenous students, faculty, staff, neighbours, and partners.

UBC aspires to be a national and global leader in aligning its practices to respect and honour Indigenous peoples' human and constitutionally protected rights and has actuated UNDRIP principles in many of its policies and public statements from UBC leadership. In particular, UBC has committed to implementing TRC Call to Action 43 which calls upon federal, provincial, territorial, and municipal governments to fully adopt and implement the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP, or UN Declaration) as the framework for reconciliation in Canada.

President Ono's Apology on behalf of UBC (2018) - President Santa Ono's apology, on behalf of the University, for its role in the residential school system and colonization, "not only for having trained many of the policy makers and administrators who operated the residential school system, and doing so little to address the exclusion from higher education that the schools so effectively created, but also for tacitly accepting the silence surrounding it."

UBC Okanagan's Declaration of Truth and Reconciliation Commitments (2019) - The declaration formally commits the University to delivering on five recommended actions toward reconciliation.

UBC's Discrimination Policy (Reviewed April 2019) – This policy states: "At UBC, we are committed to maintaining and respecting human rights at every level of the institution. This means providing students, staff and faculty with an environment dedicated to excellence, equity and mutual respect, and free from discrimination."

Q10: WHAT IS BILL C-15? WHO WILL IT APPLY TO?

Bill C-15 is the proposed federal *United Nations Declaration on the Rights of Indigenous Peoples Act.* This bill represents federal UNDRIP implementation legislation and is largely modeled after Private Member's Bill C-262 (introduced in a previous parliament by former NDP Member of Parliament Romeo Saganash) and is similar to BC's DRIPA.

Bill C-15 affirms that UNDRIP is a universal international human rights instrument with application in Canadian law and, similar to DRIPA, requires that the federal government work collaboratively with Indigenous peoples to develop a National Action Plan to implement UNDRIP, including measures to address prejudice and eliminate all forms of violence and discrimination against Indigenous peoples. The draft legislation calls for a process to identify laws that need to be reformed in order to meet Canada's international human rights obligations. The bill would also require regular reporting on the progress made.

While Bill C-15 explicitly applies to the laws of Canada and the Preamble to the legislation confirms that UNDRIP is a source for the interpretation of Canadian law, there is discussion that this application may also extend to the laws of the provinces and territories in Canada.

ISP Implementation Governance Commitments

UBC has developed key principles to guide decision-making and implementation of the Indigenous Strategic Plan and which align with the fundamental principles of UNDRIP.

Transparency

Work undertaken to implement the ISP will support open decision-making processes, open reporting mechanisms, and open communication at all levels of the University.

Relationship and community focused

Work undertaken to implement the ISP is grounded in relationship and community and fostered by listening, respectful dialogue, and information sharing with Indigenous peoples.

Amplification of Indigenous voices, perspectives, and experiences

Work undertaken to implement the ISP recognizes that reconciliation moves beyond inclusion and requires the acknowledgement of specific histories, experiences, and lived realities associated with and impacted by colonialism.

Building a strong, ethical foundation

The work of implementing the ISP will require supporting faculties, departments, and units in implementation activities and will first require building a strong and ethical foundation for this work to thrive.

Collaboration and coordination

Implementing Indigenous human rights is a collective responsibility of the UBC community and as such it necessitates a collaborative, collective, and coordinated approach to implementation.

Broad accountability

The principle of accountability extends across all levels of the University. This is a collective plan and as such we are all responsible for its implementation, progress, and success.

